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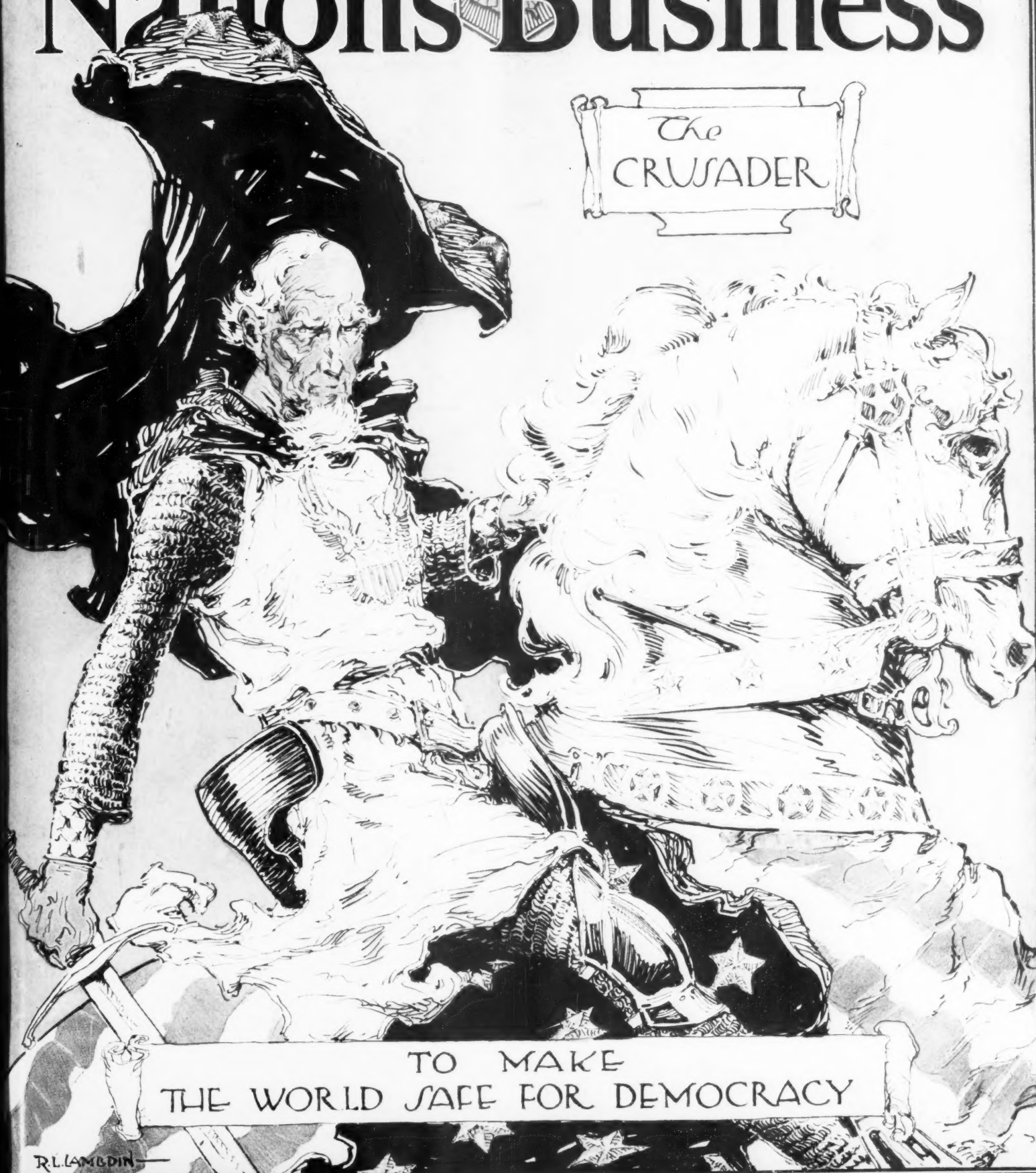
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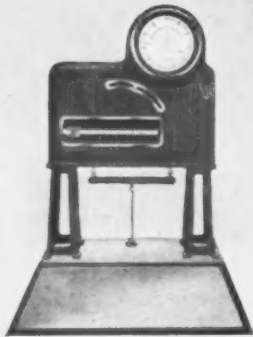
The Nation's Business

The
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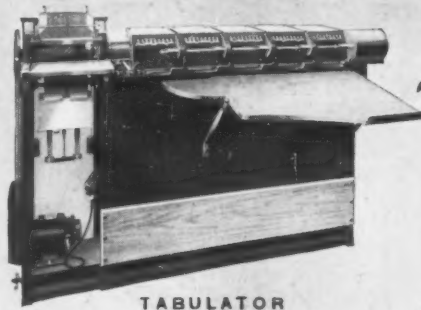


TO MAKE
THE WORLD SAFE FOR DEMOCRACY

R.L. AMBIN



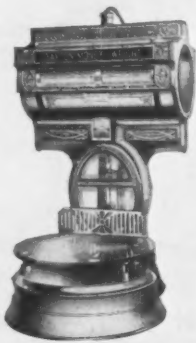
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SCALE



TABULATOR



DIAL RECORDER



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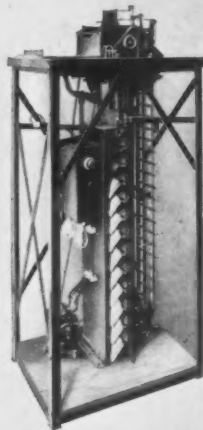
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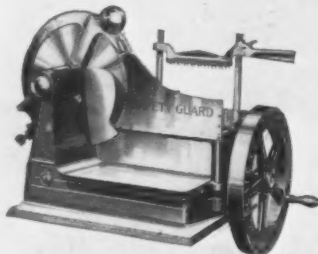
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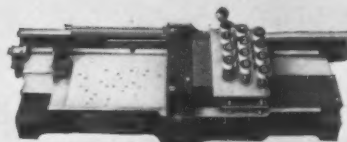
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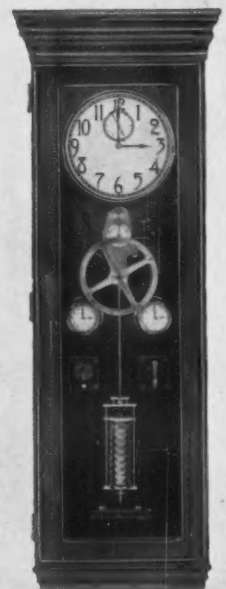
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Entered as second-class matter February 18, 1913, at the Postoffice at Washington, D. C., under act of March 3, 1879

Business As Usual Only More So



EVERY manufacturer knows that America's job at this time is to increase production and realizes that in our immediate need of industrial preparedness time saving is a vital factor—"Business as usual, only more so," is the slogan of the hour.

At the beginning of the war, "Business as usual" was the standard which the English people set up. Seven months of war and England was convinced that "Business as usual, only more so," was needed to back up the "man at the front."

A government, and its fighting force are only as strong as the industries back of them, which is but another way of saying that inefficiency, wastefulness and slackened power must be eliminated and production increased.

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Time is precious to-day, experiments are apt to mean delay and to manufacturers who seek the promptest realization of that slogan, "Business as usual, only more so," we offer the services of an organization of industrial specialists possessing large experience in the co-ordination of methods in a large variety of industries, so that duplication of work, and working at cross purposes, are eliminated.

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Mr. G. Charter Harrison's long association with what many consider the leading firm of public accountants in the world, covering an experience of eighteen years in the industrial engineering field devoted to the interests of premier concerns, has proved of particular value to numerous clients in many parts of the United States.

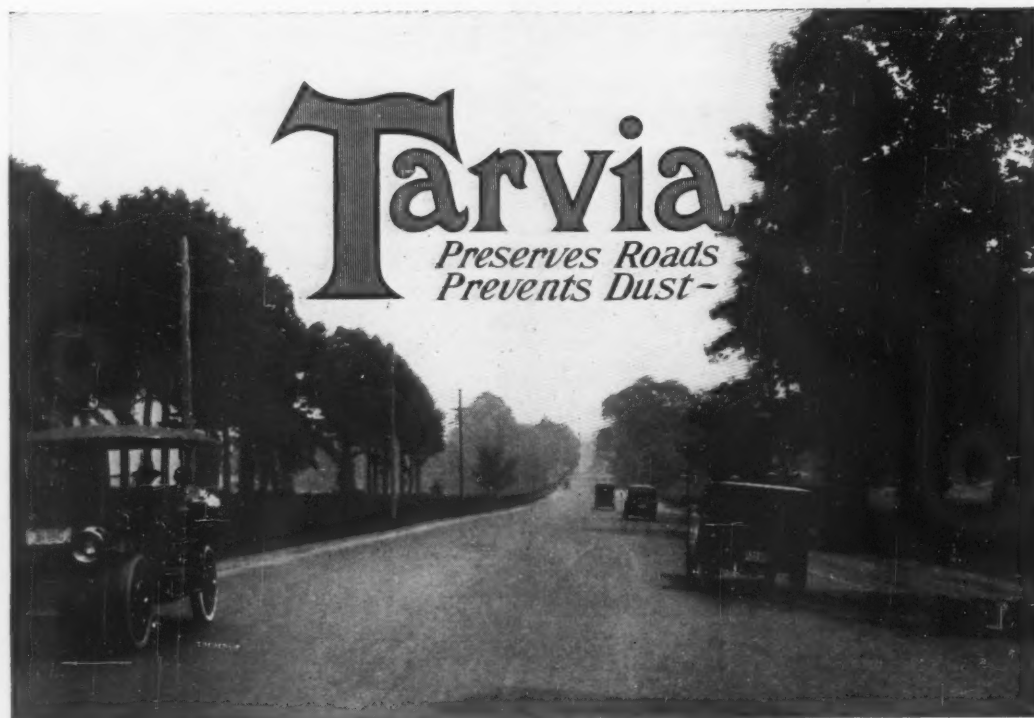
His services to officials in varied lines of work, not only bear their strong endorsement, but demonstrate his ability to introduce the broad general principles of organized production without friction to existing conditions, and so as to assure "business as usual, only more so."

To the American manufacturing concerns who realize the task which our industries must perform, and who because they do realize it, realize the stronger that time, material and labor must be utilized to the fullest extent in the wisest manner, the services of this organization of trained industrial engineers is offered.



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The Nation's Business

VOLUME 5, NUMBER 6

A Magazine for

Business Men

WASHINGTON, JUNE, 1917

LABOR, TOO, GOES TO WAR

The English and the French
Won, in Order to Take

Workingman Gives Up Rights, Dearly
His Place Alongside Business on the
Government's Gigantic Chess Board



© BROWN BROTHERS

These sturdy Bavarian women are one advantage that rests with the Central Powers in the labor war that rages behind the two lines of trenches. Accustomed to hard farm work from childhood they bring experience and skill to the difficult science of producing food for fighting men and civilians.

MEN, skilled and unskilled, we shall place in great numbers in the industries we enlarge for war. In every contest in peace times American mechanics and American tools have beat the world. When our skilled men in shop and factory get into the war they will hit harder than in peace times. While they are taking their places in the industrial trenches, it is timely to consider how England and France reconstructed their industrial fabric to meet a similar test. Here is their story.

IN the workshops of Great Britain and France, half the battles of Frenchmen and Englishmen against the Germans are fought. In them, ammunition and equipment for the armies are fashioned. There the tremendous problem of industrial reconstruction made necessary by war is being worked out.

Sweeping changes affecting labor have taken place in both countries. France adapted herself more quickly and more easily to the new conditions than did England. Once war was declared, France was aflame. Understanding, as perhaps no other country outside Germany did, the part that industry would play in the conflict, she changed over night her industrial fabric so that she could turn out munitions—which was France's objective as ships and supplies are our objective—at a pace which made her the envy of her allies.

The French people had been prepared through long years for the contingency. They had waited for the coming of the specter that was Germany. They knew how their old enemy was making ready. They suspected that all her preparation was not on German soil. They saw, for instance, farm after farm in France bought and occupied by Germans, and they were uneasy.

Practically every man in France had done his two or three years' service in the army and knew what military

discipline meant. When the time came, then, to put him to the test, whether he found his place in factory or trench, his spirit was the spirit of the soldier.

Other incentives were not lacking. One-eighth of his country, from which more than half its metallurgical output had been drawn, and which had harbored its most important manufacturing enterprises, was in the hands of the enemy. Paris was threatened, the whole country was threatened. His own home was not safe. The terrible reality of war was on every side of him. He saw it with his own eyes. Thus inspired, he worked that industrial wonder that did so much to hold the western line against the Germans.

With the English, the case was somewhat different. They, no less than the French, met the situation squarely, but they were slower to appreciate the necessity of promptly swinging the industries of the country into the fighting ranks. The French workman was turning out munitions to the tune of the Marseillaise. The Englishman, while he had "speeded up," was still behind his ally, so that when the upheaval of 1915 brought Lloyd George to the Ministry of Munitions, he said that what he was attempting to do, ten months after war opened, had been done in France in September and October, 1914.

One reason for this industrial backwardness in the beginning was England's belief that the war would be short. That error (which stalks abroad in the United

States to-day) led the country to think that business could be carried on as usual, and had a hardly less marked effect upon the labor situation.

That error naturally gave birth to another: that Great Britain would not be called upon to send to the continent an army that would be counted by the millions. Her biggest contribution to the cause of the allies would be her navy and her financial power. The navy to bottle up the German fleet and drive German merchantmen from the world's trade routes. Pounds sterling to finance Russia, Serbia, and, later, Italy and Roumania.

The navy has done its work well. So has England's wealth. Thirty-five million dollars a day, about twice what the war is costing France, is the sum. England's army, too, despite the fact that it is holding only a fraction of the western line as compared with the French, has given a good account of itself.

British labor has responded to the demands of the situation. It is plain, for reasons already stated, that the emotion of war would not touch the English workman so quickly as it touched the Frenchman. To thoroughly imbue stay-at-home Englishmen with the fighting spirit meant to build from the ground. Englishmen are primarily an industrial and commercial people. To most of them, military training and discipline, before the war, were entirely foreign.

Thus England has no industrial army, like those of France and Germany,—large bodies of men cherishing military traditions and moved by the same feelings that move men in the trenches—to turn into her factories for the making of munitions. Those who were put at the task did not hear shrieking and bursting shells nor see ruined and smouldering villages. They did not see fields plowed with instruments of death. Nor the torn bodies in the trench. War was not brought home to them. England was not invaded.

Consider the spirit in America to-day. Then imagine German armies holding trenches from Buffalo through Cincinnati and New Orleans, operating our New England industries and Pennsylvania coal mines. The difference between the spirit of America to-day and under such circumstances was the difference between that of the Frenchmen and Englishmen. America to-day needs imagination as England did three years ago!

The English worker, unlike the French, was not rubbing elbows hourly with the actualities of war, and he lacked the imagination to visualize the horrors of it. Had Paris been London, and Lille Liverpool, had Britain's richest manufacturing areas and her coal deposits fallen into the hands of the enemy, had the cathedral at Rheims been that at York; had the Englishman, as he worked at shrapnel and fuses, and at the boring and turning and milling of the rifle barrel, been deafened by the roar of German guns—had he, in a word, been brought face to face with war, as was the Frenchman, he would have realized sooner what was before him.

Sir William Beardmore, seeing the necessity of driving home the seriousness of the situation, sent Mahomet to the mountain. With the approval of the War Office, he despatched the organizing delegate of the Amalgamated Society of Engineers and a number of workers from his big armament plant in Glasgow to the firing line. They saw actual fighting and the enormous expenditure of ammunition. They saw what Belgium and France were enduring, and they hastened back to Scotland preaching the necessity of speeding up the manufacture of munitions, so that the dreadful scourge might be averted from Great Britain.

They went back, as the leader of the delegation said, preaching "bloody murder."

The problem of industrial reconstruction in England was complicated by the failure to take stock of the industries of the country in the very beginning, in order to ascertain what trades were essential to the nation during war and which could best spare men for the army. With few exceptions, recruits were welcomed from any source. The result was partial paralysis of industries vital to the country.

There was, for instance, a serious decline in the production of coal, traceable to the fact that more than one-fourth of the men employed in the mines at the outbreak of war had joined the army. It became necessary to restrict enlistments among miners. For England needed coal, not only to drive her own ships and munition factories, but to furnish large quantities to her allies as well.

England, at first, expected labor, during the war, to be a drug on the market. The unemployed would constitute an army. For every job, there would be hands to spare.

A few weeks of war, however, and the country knew better. It saw in operation the law of supply and demand. Enlistments increased prodigiously, and so did the requirements of the army. There were more things to do and fewer persons to do them than ever before. Labor sprang into a commanding position.

The problem before the country was to raise an army of something like 5,000,000 men and at the same time increase production in many lines of industry and save at least the nucleus of every British trade.

It became necessary to lay restrictions upon trade and industry. Yet not even the manufacture of luxuries could be wiped out without serious loss. Englishmen might, and did,

dispense with non-essentials. Men who appeared at their clubs in London in shabby clothes were patriotic. So were women who set an example of moderation in dress.

But luxuries for exportation are another story. They help to build up the credits with which England pays for food, munitions and other things imported from foreign countries. Thus even the manufacture of gewgaws of fashion adds strength to England's fighting arm.

It is doing more. It is helping to save England's foreign trade for the days of peace, and to preserve the

Below are given the occupations considered of secondary importance by England. These industries are not allowed to employ additional male labor between the ages of 18 and 61 years except by special permission.

METALS—Carriage building for private purposes; enamelled iron advertisements; furnishing ironmongery, including bedsteads and parts; gas and electric light fittings; metal articles for garden use other than tools necessary for food production; safes and steel office furniture; sheet metal domestic utensils; sheet metal japanning, lacquering and decorating; steam or hot water heating apparatus for domestic or horticultural use; machinery for trades scheduled in this list.

WOODWORK—French polishing; furniture, cabinet making and upholstery; garden seats, summer houses and horticultural buildings; picture and show card frames; show cases; shop fronts and fittings; venetian blinds; wood-carving; wood moulding.

STONE AND SLATE—Enamelled slate; stone, marble, granite and slate quarrying, cutting and polishing.

POTTERY, BRICKS, GLASS—Bottles for alcoholics and aerated waters; bricks (other than firebricks) and tiles; glass bevelling, embossing and silvering; glass staining and stained glass fitting; china and earthenware; table and decorative glass.

HOUSE BUILDING—Building including horticultural houses; house painting and decorating.

PAPER AND PRINTING—Bookbinding, Letterpress and lithographic printing; paper-making.

TEXTILE, ETC.—Carpets, floor rugs, furniture hangings, upholstery materials, linoleum, oilcloth and table baize.

CLOTHING, ETC.—Dress, mantle and blouse making; furs, preparing and making up; millinery; patent leather and fancy boots, shoes and slippers; tailoring; umbrellas and parasols, and parts.

FOOD, DRINK, TOBACCO—Aerated waters; beer, wines and spirits; biscuits; cakes and confectionery; sugar and chocolate; cigars, manufacture of.

MISCELLANEOUS—Brushes; church organ building; clock making; electro-plating; fancy leather articles; games and sports apparatus; goldsmiths' and silversmiths' wares and jewelry; musical instruments; photographic apparatus and materials; sporting guns and ammunition; trunks and portmanteaus.

COMMERCIAL OCCUPATIONS—Distribution and sale of products of all foregoing trades.

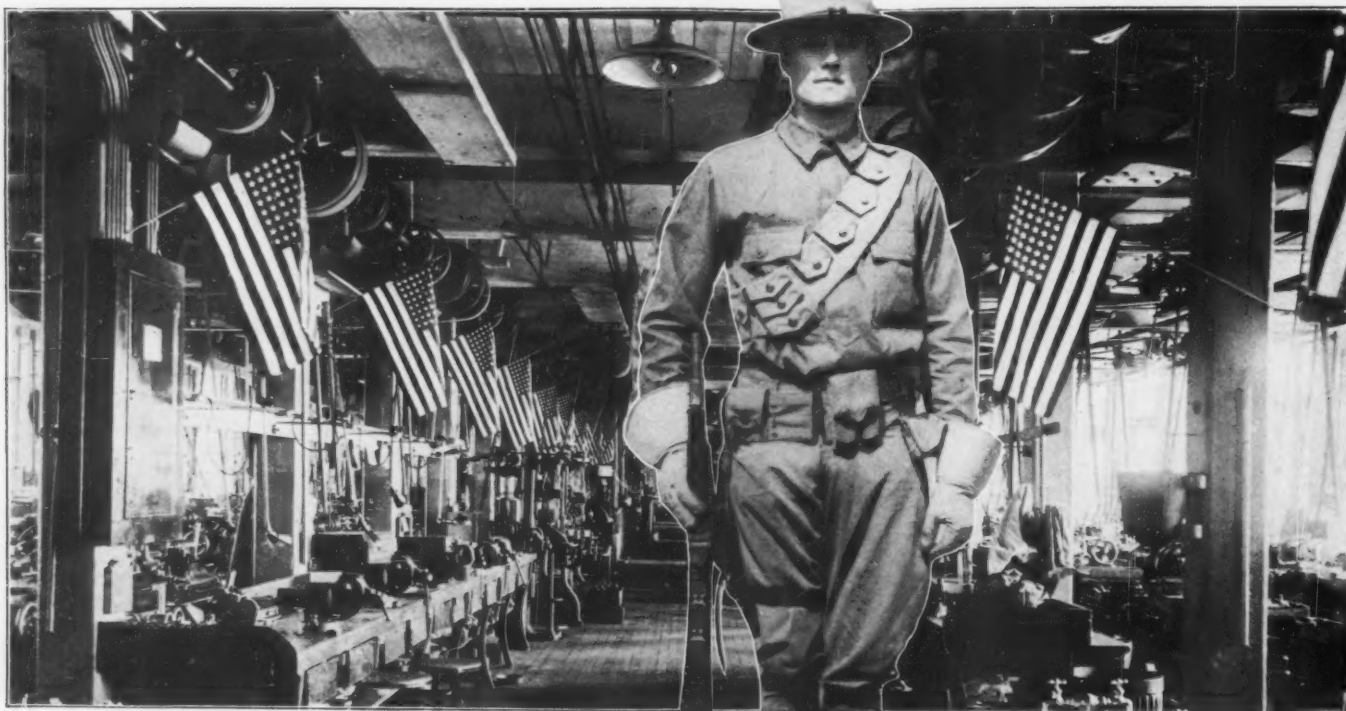
Other trades: Advertising agents, commercial travellers and canvassers, commission agents, hawkers, pedlars, shop assistants, clerks, except those with technical knowledge of a high order, or acting in a managerial or administrative capacity.

MISCELLANEOUS OCCUPATIONS—Flowers and ornamental shrubs and plants; domestic servants, including waiters and servants in clubs, hotels, lodging-houses, restaurants and cafes, employees at theatres, music halls, cinemas, and other places of amusement.



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When England realized that the war was a grave crisis and not a naval frolic she settled grimly to the task of marshalling all her strength against the enemy. It required the labor of eighty-five persons back of the line to supply marmalade, grenades and other necessities to fifteen Tommies at the front. There were enough men for the fighting but not enough for the work. The way in which women met this difficulty is one of the amazing tales of these amazing times. There are now 4,500,000 women and girls doing industrial, commercial and professional work in England.



Our allies discovered long since that patriotism was just as necessary for the men at the lathes and forges as for those in uniform. This photographic evidence of the true war spirit was found in the work rooms of the Scovill Manufacturing Company at Waterbury, Conn. The 12,000 employees contributed to a flag famine by buying up patriotic decorations for their stations about the plant.

structure of English industries, so that they can be built up again quickly after the war,—a thing impossible if there were wholesale destruction now. The government has no intention of suppressing any trade if it can help it, but where there are not enough materials or labor to go around, labor and materials have to be rationed. Naturally, non-essential trades feel restriction first.

Even in her straitened circumstances, then, England gives thought to the days that are to follow war. The time may come when every man not in the trenches may have to do something for those who are there. When Englishmen to the last man, soldier, sailor, manufacturer, mechanic, will have to engage directly in war work. But England is not yet in her extremity.

Nevertheless she has a gigantic labor problem on her hands. While she is trying to save her industries, and is sparing men for that purpose, they are sorely needed somewhere else. The government, in fact, is playing a great game of chess, with human pawns. Men and women are shifted here and there, from one trade to another, and from one locality to another.

THERE is no such thing as unemployment. Some idleness, it is true, results from the labor disturbances which the government has not succeeded in entirely weeding out, but, practically, every man and every woman is at work.

The government, a few months ago, set out to recruit half a million more soldiers. They could not be got from the farms, because the food problem was pressing. The government was telling agriculturists that they must—not merely that they should—cultivate more acres. The farms must find more hands. Meanwhile, the output of munitions must be kept up. Only steady work and full staffs, as they say in England, could accomplish that, so it was useless to look for recruits for the army among the workers in the important industries.

Even during 1916, owing to enlistments and the requirements of the allies, the demand for labor had been unprecedented. Dilution—the substitution of unskilled, semi-skilled and women workers for expert mechanics—had been practised on a wide scale, there was much working overtime, and men voluntarily shifted from one trade to another. All that wheels might be kept turning. But despite these and other expedients, the cry was still for labor.

By the first of this year, things had come to this pass, that men were saying that so long as a task of national importance remained undone, it was criminal to give time to work that was not essential.

The new department of National Service, with Neville Chamberlain at its head, was set going. The country was to be combed for workers. Since there were no unemployed, the matter resolved itself into the transference of labor from non-essential trades.

Mr. Chamberlain went so far as to suggest the possibility of a pooling of resources by manufacturers, the sharing of machinery, plant and labor, which would not only set many laborers free but would put the trades themselves in better position to maintain their prosperity after the war.

Every man between the ages of 18 and 60 not doing his share of work of national importance was to have a new job found for him. That was Mr. Chamberlain's task. Some were to go into munition plants, some on farms, some into hundreds of other occupations vital to the nation. A long list of restricted trades was drawn up, under 12 general heads, in which no additional male between 18 and 60 should be engaged unless the task on which he was to be employed concerned the execution of a government contract or special work of national importance.

Paper illustrates how England is lopping off what she considers useless branches of industry. First, in order to release workers and save space on vessels for food and munitions, the Royal Commission decreed that importations of paper should be reduced one-third. Then that allowance was cut in two, so that England, this year, will have to get along with just one-third the amount of paper and paper-making materials that she used to consume.

Dilution of labor has been far-reaching. It has not stopped at placing untrained or half-trained men in shops. It has taken women out of kitchen and servants' hall and placed them in every conceivable kind of work. They are

making shells, building ships, tilling the soil, working in chemical and metal trades.

It is estimated that 3,231,000 women and girls were employed, in July, 1914, in industrial, commercial and professional occupations. This number has increased by more than a million, all but 50,000 of whom have replaced men. Something like 100,000 domestic servants have forsaken household duties for war work.

Women have proved themselves steady, willing and capable workers. They have not been afraid of turning out too much work. There is the instance of a factory in which a number of women were substituted for men and watch kept on production. The men in the factory had a daily "stint" which, for purposes of illustration, is placed at 30 units. The women came in and speeded up to 60 units a day. The men working alongside them did the same. Then the women went on to 90 units, and the men followed after. Taking a fresh grip on their jobs, the women finished the race with 115 units to their credit. But the men had stuck at 90.

In seconding the efforts of the government, the English workman has suspended many of his trade union rules and customs. He has relinquished many of the advantages won for English labor through generations of agitation and struggle. But whatever he has given up is to be restored to him. There is to be a complete return to the *status quo*. The government has given its solemn promise.

The government has taken steps to meet certain labor conditions that tended to decrease production. It has, for example, established an official board for the control of

the liquor traffic and legislated against loss of time by employees. According to an official estimate, the coal output of the United Kingdom could be increased 13,000,000 tons a year if avoidable absenteeism could be abolished.

Adjustment of wages to fit war conditions has caused a good many local disturbances involving stoppage of work, but the government is working out this problem in a satisfactory manner. It has recognized the justice of the workingman's demands for a higher wage. Employers, despite that they must give up in excess profits taxes the lion's share of the added gains which war brings, are making more money than ever before. The cost of living has increased enormously.

The upward movement of wages, notable in 1915, was, in 1916, no less marked. It embraced those whose wages had not been advanced since the beginning of the war as well as most of the great bodies of organized labor which benefited by the increases of 1915. Six million persons, since the war began, have received some advance, the average being about six shillings a week. Overtime and more regular employment have added further gains. War bonuses and higher wages were granted to 3,400,000 persons in 1916, increasing England's pay-roll \$3,000,000 a week. These advances have been due more to the increased cost of living than to any question of the relation of the cost of labor to production. Industry, an English writer remarks, is not being run with any special regard to economics.

There has been a recent official (*Continued on page 48.*)

Business—The Enthusiastic He Has Come Conscript into the Ranks Realizing That All Private Interests Must Be Made To Serve the Great National Enterprise

By ALLEN WALKER

NOT many days ago I was in the office of the President of a prominent industrial corporation—one controlling eight subsidiary companies and plants—in response to his request for information on the complex problem of industrial pay-rolls during war time.

The president simply wanted to know what general plan was likely to be adopted by the large employers of labor throughout the country, saying his companies wanted to fall in line, as a matter of course.

"There are a lot of ways of being selfish, you know," he said. "Some fellows have seemed to see in this national crisis an opportunity for certain kinds of publicity, and have come out with bold announcements as to what they intend to do for their employees during the war-period, never stopping to think of the great majority of manufacturers—the small fellows—who are not able to do what looks like the big thing, yet would be placed in a very embarrassing position if all the leaders in their lines of business set a wrong pace in the name of patriotism.

"Some of our boys have come into my office to discuss budgets in reference to prospective war taxes, very much concerned, apparently, about the narrow margin between revenue and expenditure likely to show on the books at the end of the year, exercised, of course, because of their responsibility. I have warned every officer of every subsidiary company not to let me hear any kicking about war taxation. The penalty is his job, if he does. This is not the time to kick. Nobody is going to starve us, so why fuss about it. Let the Government take *all* our profits, if it must have them, so long as it doesn't disrupt our business and destroy the efficiency of it."

There, in a nutshell, is the attitude of American Business, big and little, to-day. Business men know that hasty and radical legislation is easy in times of national emer-

gency. They have not only witnessed it here before; they have heard the most conservative representatives of the most conservative Governments of the Old World admit the seeming impossibility of avoiding blunders under the exigencies of war demands as vast as this present worldwide conflict makes imperative. So some concern is but natural; indeed, unavoidable if from no other point of view than watchfulness for the general welfare of industry. Some of the more cautious business men of prominence have hesitated even to say one word of caution, for fear their motives might be misconstrued. And so the general cry for opportunity to serve has drowned the occasional voice that has ventured to say "Beware!" regardless of the fact that *all* know the need for careful, deliberate action concerning every phase of war legislation and administration during the period when the universal plea is to get things done.

The testimony in Washington indicates the most intense gratification—and it is only truth to say, just a little surprise—at the whole-hearted unselfishness displayed by groups of business interests throughout the country, interests who, rightly or wrongly, formerly enjoyed no such reputation, and whose only pressure upon the Government authorities since the declaration of war has been in the form of an insistence to be allowed to do their bit.

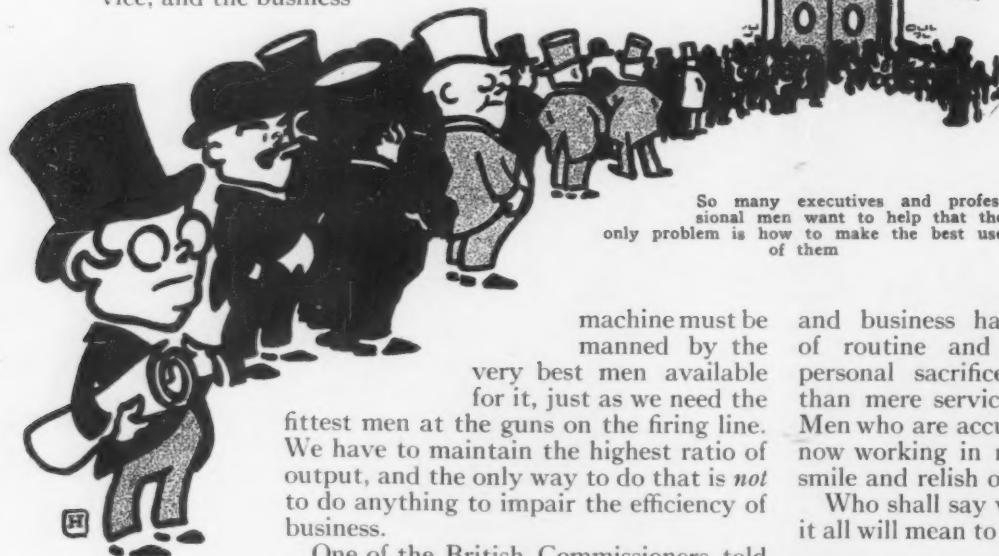
One might successfully challenge the cynics and destructive critics of the day to point to a single display of purely selfish interest on the part of any business group in the country since we severed relations with Germany. It is all the other way, and to an extent that is not a little pathetic.

The other day I entered the private office of a prominent engineer who is the vice-president of a large corporation in the East, and found him very much depressed. "They

won't let me go to the front," he said, in a voice of keen regret. "I went to the enrolling officer and he wouldn't pass me, simply because I was a little too far along in years. Told me to go back and look after my business."

So keen is the urge, the impulse to serve—and, of course, the responsible executive, the thoughtful man, feels it most. "They *all* want to go to the front," said a high military officer in New York to me, "these business men who ought to stay home and keep the wheels of the machinery of production grinding. Men need to pay more attention to their business to-day than they ever did, and how are they going to do it if we let all the executives go to the front. Men of no executive experience or ability are just as good material in the trenches as these captains of industry, and better, perhaps, but you can't seem to persuade them of it."

THE Allies' officers who have been over here—and they comprise the greatest war tacticians and experts of the hour—testify that, as a matter of relative importance, 85 per cent of the modern war machine is 'back home', and that unless that 85 per cent is kept working methodically, smoothly, and with the greatest productive efficiency, the other 15 per cent at the front may become almost a negligible factor. That is one thing we have got to impress upon everybody. The whole nation is conscripted, as the President has said, for war service, and the business



machine must be manned by the very best men available for it, just as we need the fittest men at the guns on the firing line. We have to maintain the highest ratio of output, and the only way to do that is *not* to do anything to impair the efficiency of business.

One of the British Commissioners told me that a certain amount of dislocation of industry at the start and subsequent readjustment was considered to be almost unavoidable, but he also said that by our provision for selective draft right at the beginning of hostilities, and by the preparedness demonstrated by the Council of National Defense we were at *this moment better organized than were Great Britain and France during the second year of the war*, and that we ought to be able to reduce industrial dislocation and the necessity for financial readjustments to the very minimum. Already, so far as we have been able to judge, the response of business interests all over the country has been unparalleled, and the world has never before seen anything like it. Our recent visitors from Great Britain and France assured us that that was their very definite impression, and that there seemed to be very little need for artificial stimulation of the spirit of sacrifice.

Surely that is so. Look at the men of prominence, the very "bell-wethers" of finance and industry, who are giving their whole time and energy just now to war service, leaving trusted lieutenants to take care of corporation affairs. They have cast aside all other plans for 1917—indeed, for the entire war period, whatever may prove to be its duration—have gone to Washington, when called, taken houses, some of them—whatever accommodation

they could secure—and are devoting themselves without stint to the nation's service.

Herbert Hoover, of course, stands well at the head of the list. With him it was a matter of giving up relief work well organized to undertake again all the harrowing details of bringing out of chaos a piece of machinery upon which success is largely dependent. Howard E. Coffin left his post as vice-president of the Hudson Motor Car Company to put into action the idea out of which the Council of National Defense grew. Julius Rosenwald, the president of Sears, Roebuck and Company, is working in Washington to see to it that supplies of food and clothing are properly mobilized for our armies. Then there are Daniel Willard, giving the benefit of experience acquired as President of the Baltimore and Ohio Railroad, Major General Goethals who gave up his work at the head of the road building in New Jersey to take charge of building wooden ships for the government, A. W. Shaw, editor of *System*, Frank A. Scott, vice-president of Warner and Swasey Company of Cleveland, Wallace D. Simmons, president of the Simmons Hardware Company, H. P. Davison of J. P. Morgan and Company, now in charge of the American Red Cross, Dr. Hollis Godfrey and Dr. Franklin H. Martin,—all submerging not only individual interests, but individual duties and responsibilities to place their whole time and thought at the service of the government. And these are only a few of those who might be named; the number is in the hundreds and the men named must be taken as representative of the others.

Could there be any more inspiring example than this?

Mark you, these are men with whom it is not so easy to readjust personal and business habits. Habit, when a matter of years of routine and environment, is a strong chain, and personal sacrifices of the intimate kind mean more than mere service of time and change in daily tasks. Men who are accustomed to comfortable, roomy offices are now working in rough, cramped quarters, and all with a smile and relish of the opportunity to be in the thick of it.

Who shall say what the experience, the object lesson of it all will mean to the future of the United States?

THE Directors and members of the Executive and other important Committees of the Chamber of Commerce of the United States—representative business men from every part of the country, busy men the value of whose time is not calculable in terms of dollars and cents—have been in Washington for conference after conference, since the Chamber has been established on what in every sense is "a war basis." They include Harry A. Wheeler of the Chicago Union Trust Company, R. G. Rhett of the Peoples National Bank of Charleston, S. C.; John H. Fahey of Boston; William Butterworth, president of the John Deere Plow Company; E. A. Filene of Boston; Homer L. Ferguson, President of the Newport News Shipbuilding Company; L. S. Gillette of Minneapolis; E. T. Meredith of *Successful Farming*; Lewis E. Pierson, Chairman of the Board of Directors of the Irving National Bank; R. T. Cunningham of Fairmont, West Virginia; Alfred I. Esberg, manufacturer, of New York; F. A. Seiberling, President of the Goodyear Tire and Rubber Company; Joseph H. Defrees of Chicago;—and again the list is not complete, but merely representative.

Many of these men are in Washington for an indefinite time, standing ready to serve as the different departments of the Government call upon the Chamber for cooperative effort. Recompense! Of course not; none but the joy

of knowing that they are doing their part is the incentive.

Then hear the testimony of the several officials of the Federal Government as to the basis upon which the various branches of business have offered to cooperate in the matter of supplies, and the spirit in which the manufacturers are working with the army quartermasters in the different districts to which these officers have been appointed! Not only have all foreign and private domestic contracts been thrown aside, or postponed, without hesitation in order to serve the Government first, but these firms have opened their books, shown costs of production, and are turning out materials in tremendous volume at prices which mean a minimum cost to the nation.

"Why shouldn't they?" we ask. Of course they should, but the point is they are doing it, and in a spirit of voluntary service which explains the whole difference between the prospects of success and defeat of any great purpose in hand. President Wilson once said, "No one man can comprehend the whole of the United States." Let it be said that no man nor group of men ever comprehended such a response to the call for national service as this—Service, wholehearted and real, that is, from sources hitherto subjected to every kind of charge of selfishness and greed that scathing tongue and pen could bring to bear!

A few weeks ago I was returning from Washington on the train with a corporation president who had been conferring with the Ordnance authorities. His factories had been very successful in turning out munitions for the Allies, and he had gone to Washington to suggest that the entire plant be taken over by the Government for the manufacture of certain

munitions in which the organization had become expert. "You fix the price and the superintendence, and we'll produce," was his message.

The Government did not fix the price. That was left for future settlement, and the Ordnance Department said it had no officers to spare for supervisory purposes, outside of the provision for regular inspection. The military authorities preferred to have the industrial organization go on as it had been going, that is, under corporation control, with output to be assigned. The corporation man was feeling good. His offer to serve had been accepted.

And so it goes. The spirit is universal, and regardless of the fact that every business man recognizes the need for more concentrated attention to his job than ever before, he still is heaping burdens upon his own shoulders by serving upon committees of local organizations in the community in which he lives. Every city, every suburb, every town, every village has its Red Cross, Home Guard, with military, reserve, and agricultural divisions; not to speak of other war-service committees starting up every new day, and the business man, because of the logical leadership which his experience and equipment suggest, is called to serve on all. How many business men—men of any prominence in their community—do you find nowadays with evenings free for pleasureable indulgence or social relaxation of any kind? Not many. They go from one meeting to another, after getting home from

business. "Everybody's doing it," and when one says "and aren't the women doing it, too?" the answer is that the business men's wives are following suit and falling into line with the spirit of universal service.

Service, that's it. And again who shall say what it will all mean to the future of the United States? There is no reckoning the measure of the benefits accruing to the whole nation; indeed, to the entire world.

Born of what, all this? Of a national emergency, a great dramatic crisis? By no means; only emphasized and thrown into the limelight by occasion which has not come before. The new era did not dawn with a state of war, the call to arms and the waving of Old Glory. For the past ten years there has been a new impulse stirring, and during the past five years it has developed like a spreading flame in the ranks of American Business, beginning at the top, too!

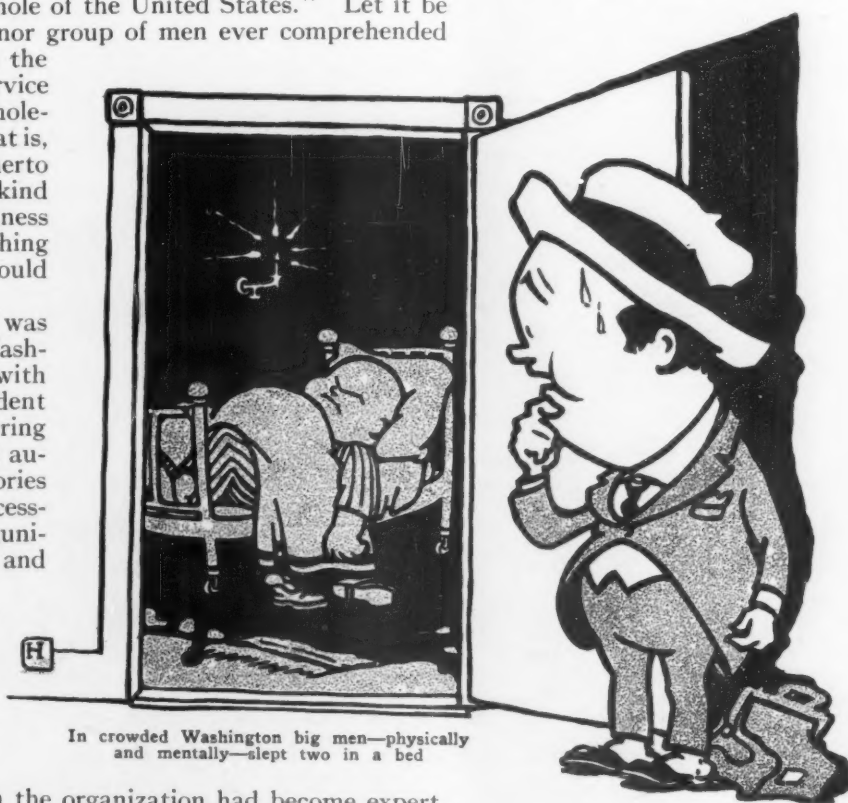
There was a time, not more than twelve or fifteen years

ago, when material wealth was all-powerful and influential for its own sake, to an extent humiliating to those who came in contact with it and destructive to the victims of it. A peculiar kind of homage was paid to it, a non-understanding homage, of course, and the result was a high isolation for all the captains of Big Business. The philosopher would point to the inevitability of the law of compensation, and to the boomerang process that applies to the national development of false gods. Anyway the process went on, until the big business men of great wealth found themselves not merely exclusive, but excluded—unable to participate without suspected motives in community activities of any serviceable kind.

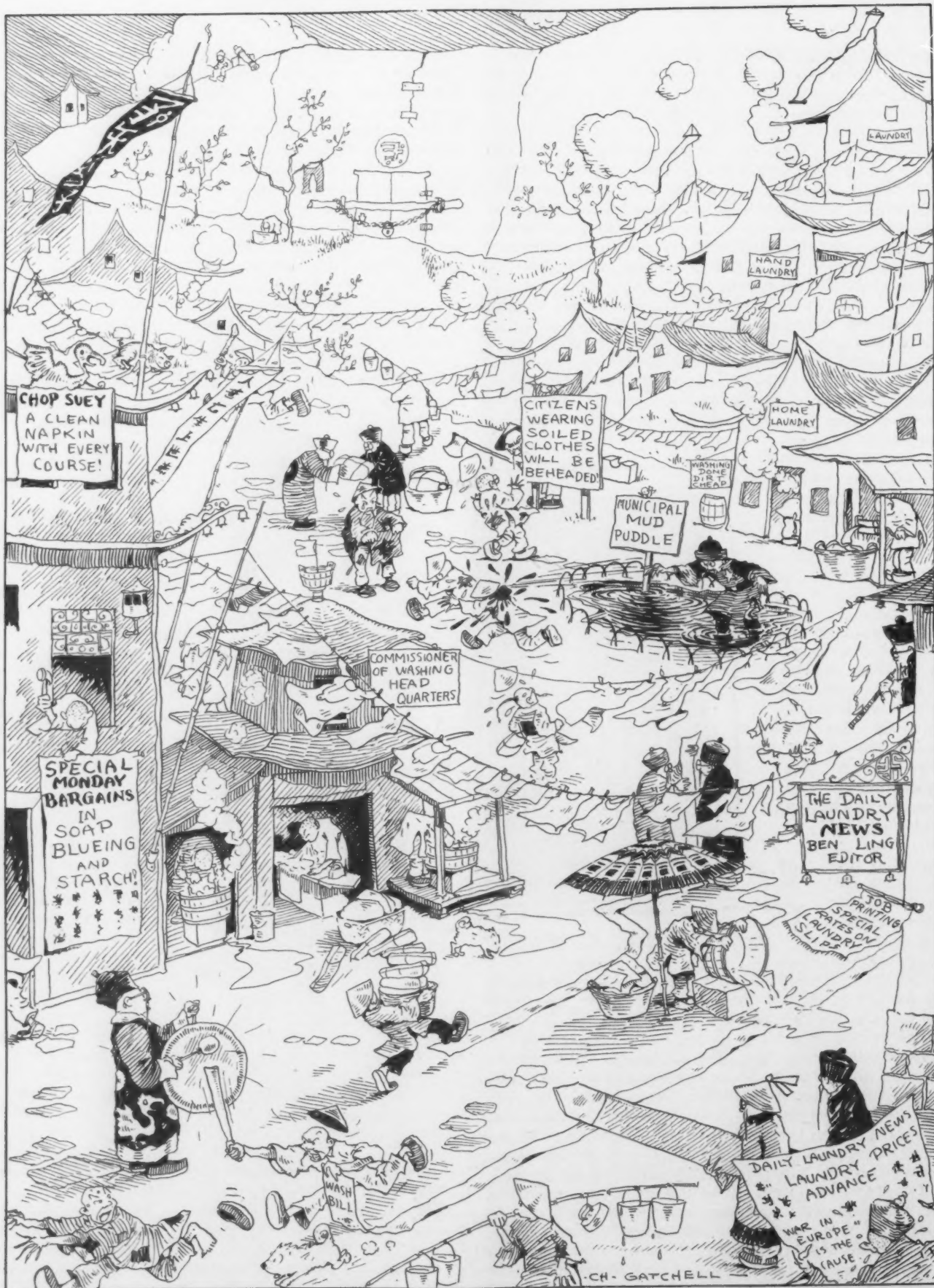
Then came the day of commercial organization and organized effort of the community order all over the country, the development of its efficiency, making it worth-while and attracting thoughtful men to the potentialities of it. Some critics have referred to this change as "an awakening of the business conscience," others have called it "the new day of enlightened selfishness." It really matters not what we call it, so long as what we mean is here, and what it comes down to is Community Service.

Corporation directors have come to realize that it is an axiom that unless the community be served, first and last, the corporation itself cannot well endure. Five years ago this present great response, this self-forgetful leaping to service and personal sacrifice simply would not have been possible. This present free contact and counsel between Government and Business leaders could not have existed, because of mutual distrust, conflict of ideas, and utter lack of sympathy and understanding.

To-day it is not only possible; it is going on and it is increasing day by day. And it will go on, and if a great crisis is quickening the interpretation of one to the other, let us bless the crisis, at least, for this, and say how true it is that to those who believe, all things work together for good.



In crowded Washington big men—physically and mentally—slept two in a bed



It has been related that a certain Chinese city achieved great fame during the reign of the illustrious Chow through the skill of its washermen. The glory of its laundries was sung in caravans and trading junks. Merchants from Annam and Formosa and Thibet were drawn hither by the publicity, who after having their garments cleansed, sold of their wares to the people. The carrying off of this money so enraged the citizens that the old taoti called a conference. Disregarding the protest of the village's lone old economist, the conference reached

The Town That Would Live Unto Itself

this decision: "We shall lock all strangers out of our town and allow all our inhabitants to become rich by washing for each other."

Accordingly the gates were barred and guarded, a "Society for Keeping the Money at Home" was formed, and the citizens began furiously to wash each other's clothes. At the end of a short time they had all become very clean—and completely bankrupt. Whereat they were sorely puzzled. Had they not kept every cash of their wealth at home?

A CERTAIN wise man who lay on his deathbed summoned his seven sons around him. Producing a bundle of sticks he asked them in turn to break the bundle. When each had tried and failed he separated the seven sticks and easily broke them one by one * * *.—Old Parable.

By EDWARD HUNGERFORD

A MAN from New York went down into Texas not long ago—a state for which he has a peculiar affection—to talk to a chamber of commerce upon a topic which was very close to his heart. His reception was cordial. And the meeting was enthusiastic. First it toasted the new “Made in Texas” league, then it toasted Bexar, finally the fertile county in which the enterprising city of Bexar stands. After which it was the man’s turn to take the floor.

“I am going to take woman’s privilege,” said he, “and change my mind. The thing which brought me to Texas is dear to my heart, but there is another thing which is far, far dearer to it. I am coming to you, loyal citizens of Texas, with an appeal upon my lips. I am going to beg your indulgence and your interest in behalf of a friend who needs more friendships. This man has many sons and daughters; he has reared them to competence and great estate, but they have not always remembered this. As a result my friend is lonely, forgotten and unsung.

“My friend is the United States of America—my country and yours, if you please. And tonight for a little time, I am going to ask you to forget your smart city, your growing county, your superb state, and give your loving thought to the great United States which stands for and behind each of them.”

AND having thus cleared the air, I made bold to make my points clearer to them. We have had, in these past few years, a remarkable revival of the community spirit here in the United States. It has taken various forms, not all of them commercial, by any means. Of course commerce has not been neglected; towns and cities have scrapped joyously and endlessly for banks and for factories. But bigger and better has been the community spirit which has expressed itself in schools and pavements, in street lights, in town cleanliness and pride. The civic festivals and pageants have been worth all they cost and then much more besides. Even the community Christmas trees have played no small part in the rejuvenation of many and many a small town.

It has been community pride, expressed in a more distinctly commercial form which has led to campaigns for the preferential buying of local products. One or two states have followed the same plan, which in the long run, seems to defeat their own ends. For sooner or later, generally sooner, some local citizen finds that his deep-rooted preference for a “foreign” product outweighs his local pride. He falls. And a community idea, which fundamentally lacks economic soundness, is just so much the weaker.

I am the last to decry community spirit, particularly when it is kept within seemly bounds. There are many evidences of community spirit that can hardly be too highly commended. But it must not be forgotten that community spirit lessens national spirit; when the one grows, the other weakens. No man can serve two masters. And I have yet to see the man who can give himself entirely to community spirit and projects and yet remain, in the fullest sense, an American citizen.

TO-DAY we need a national spirit. In the greatest crisis which has come to the United States since the Civil War broke upon it in full force and fury, the nation needs the deepest thought, the fullest energy of each of its citizens. This is the day to forget about the local wants and desires. Let the Made-in-Cosmopolis-League languish for a time. Perhaps the town can scrape along without that new and showy post-office—a sop to its

laudable pride—for another eight or ten years. It may have to. And, come to think of it, the old court-house—or is it the city hall?—has done pretty well for fifty or sixty years, or more.

Forget all these, I beg of you. Come to the question in hand. Can your town furnish the enthusiasm for a regiment that it has had for a new post-office? Can it furnish the men? If your town has a population of 50,000, it should be prepared to furnish five companies of a hundred men each.

Another thing for the working off of that surplus enthusiasm which you have been giving to community enterprises these last ten or twelve years: how about the new machine-shop your town has bragged of so much? Is it lined up with Daniel Willard and the Council of National Defense in their campaign for industrial as well as military preparedness? Could it receive a trial order for shells without contemptuously referring it to the food products plant? Here is the opportunity for local enthusiasm to turn itself into local efficiency. And local efficiency, many times multiplied is going to make a national efficiency whose force may yet reach around the world.

THESE are the material things that the nation—if you please, *your* nation—needs. There is also the great spiritual thing—the thing which is as intangible, but as ever-present as God. It is the thing which sent France—unprepared—into a war in which the odds seemingly were all against her and still held the enemy back from Paris, and from Verdun. It is the thing that England lost—and found again. It is the spirit of national unity as expressed in the love and devotion of each of the nation's children. Such a spirit cannot be measured in regiments or written statistically upon the preparation blanks of the Council for National Defense. Yet in the long run it shows itself on both.

National spirit. How much greater it is than the affection that any of us may hold for city, or for county or for state. These things cannot stand alone, no matter how brave or how clever may be their community spirit. They are like little children—good or troubled—each in pleasant times filled with courage and self-sufficiency. But let danger come and how quickly they will fly to the protection of the mother. They know that in her they will find both strength and comfort. And they are not disappointed.

The United States is the national mother. In time of crisis all the communities, big and little, must come to her as little children come. But we who are arrived at man's estate must remember that the national mother has no easy task. It is one thing to comfort and another to plan an adequate protection. That is why the men of America must plan to help their national mother—to give their property, their ability, themselves if need be—to help her in her hour of darkness. It is an hour that calls for consecration, for the outpouring of the purest of all national virtues—patriotism.

Yet in the end we may find that this has not been so dark an hour. We may find that this world crisis has been the most sublime period of our history. We have had our Valley Forge and our know to-day that without achieved national strength grant that this dark hour come to follow it, will not benefit to the land we love our national mother—may strength, ourselves.



these we could not have and national unity. God and the darker ones which be without their lasting so dearly. And to that—we pledge our wealth, our

CONCERNING PORK

As Sheep Decrease and Cattle Herds Grow But Slowly, Our Hopes for Greater Meat Supplies Center on the Defamed but Complacent Pig

By JAMES M. BINKLEY

NOW, the word hog should not sound any worse than the word fog, bog or log. But it does, even if prime sliced bacon is fifty cents a pound.

Ever since Moses, in his third great Book, peremptorily declared: "He (the swine) is unclean to you," writers, notably poets and makers of dictionaries, down to the present hour have striven maliciously to depopularize the hog.

They have made no headway except esthetically. Practically, the hog was never so highly esteemed as he is at this moment. His hams have become luxuries and his sausages are no longer the low comedians among the meat items of one's diet.

When a female of the swine species, healthy and motherly, can rear twelve sons and daughters annually, which, plus more or less feed, can be sold at fifteen cents a pound on the hoof, or about \$540 for the bunch, "pigs are pigs," as Charles Lamb wrote to Samuel Taylor Coleridge, in 1822.

The sentiment being suggestive and calling forth pleasant table memories, Lamb sat himself down and wrote his celebrated essay on roast pork. So for once, at least, the hog received respectful treatment at the hands of literature.

"Ye shall not eat of their flesh, nor touch their dead carcase," positively ordered Moses in Deuteronomy, pluralizing the animal he is supposed to have abominated. But Tacitus, who is said to be the most eminent man of letters the world has ever known, explained that pork is a heating and unhealthful food in hot climates unless properly cured with salt and smoke. Moses, guarding his people physically along with his efforts to direct them spiritually, anathematized the hog for their bodily good. And thereby he gave to all subsequent authors a prejudice he did not feel himself, except from a sanitary standpoint.

Swinish gluttony, for instance, is one of John Milton's strong phrases. Chicken gluttony would have hit the mark just as well; or robin gluttony, to go farther afield. Meantime lexicographers have perpetuated the cumulated slanders of the centuries.

Thus the twelve-volume dictionary within reach of the writer's desk, defining the word hog, says: "One (a human being) who has the characteristics of the hog; a mean, stingy, grasping, gluttonous or filthy person."

It could be proved that all the counts of this terrible indictment are atrociously false. But pigs wallow. So do turkeys and nightingales, using dust instead of mud. The fact of the matter is, considering this one point, pigs wallow as a measure of health. So each pig is, in a limited degree, a Moses unto himself.

Reviled for ages, the hog has gone his way, undisturbed by rhymesters and other detractors, being always the friend and sustainer, and often the comrade, of the common people. Year after year,

in the United States, he has been turning corn into gold, paying farm mortgages, buying plows and reapers, building houses and barns and sending boys and girls to colleges.

Now he is also engaged in spreading liberty, by means of the armies of the Allies, throughout the whole of Europe. His hams, shoulders and bacon are nourishing the hosts of freedom. He is behind every cannon and bayonet and is heard in every bugle-call.

In a word, though softened by domestication, he is maintaining the independence, courage and fighting quality of the wild boar, his tusked, defiant and ferocious ancestor. Living in the forests, unafraid and competent, he has become by the processes of refinement an honorable and useful member of society.

Having come so far, the reader is prepared understandingly, it is hoped, and with appreciation, it is wished, to learn what the hog is doing for him as one of the human units composing the nation.

A few figures are necessary. Comprehension would be confounded without them. On January 1, 1917, there were 67,453,000 hogs in this country. Their farm value was \$791,242,000. If the mighty drove could have been divided, there would have been 67-100 of a hog for each man, woman and child inhabiting the United States.

Corn and hogs travel together—in market quotations and geographically. There are never cheap corn and dear pork, nor cheap pork and dear corn. The center of the swine industry, and it is the center of the corn industry, begins with Ohio on the east and extends to the western line of Kansas. This region contains 69 per cent of the national total.

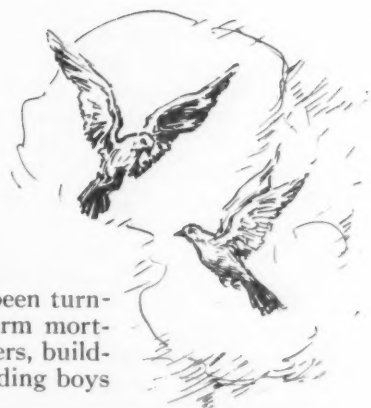
The Southern States, from the Atlantic Ocean to the west line of Texas, contain 32 per cent of the national total. "The remaining 9 per cent," says George K. Holmes, the statistician of the Department of Agriculture, "are in the East and in the mountain and Pacific States."

Such is the hog map of the nation. Corn alone makes this the greatest pork producing country in the world.

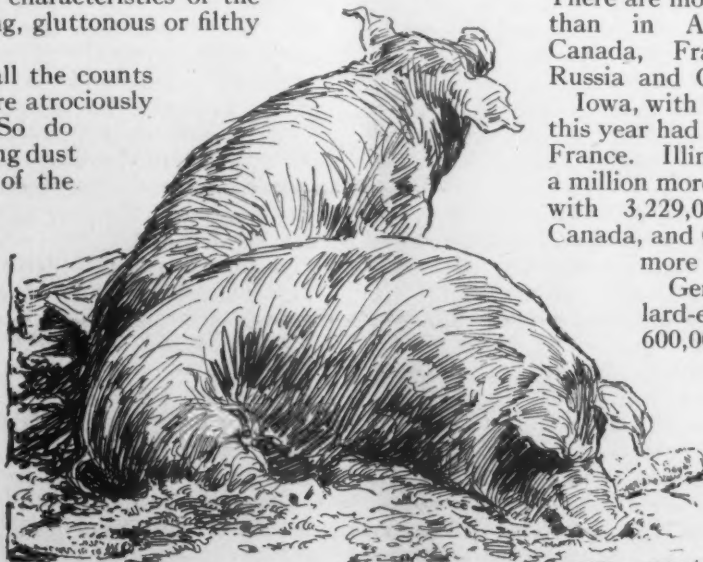
There are more swine in the United States than in Argentina, Austria-Hungary, Canada, France, Germany, European Russia and Great Britain combined.

Iowa, with 9,370,000 head, on January 1, this year had almost as many as Spain and France. Illinois, with 4,444,000 head, had a million more than Great Britain. Texas, with 3,229,000 head, had more than Canada, and Georgia, with 2,585,000 head, more than Italy.

Germany is a sausage- pork- and lard-eating country. It had 25,600,000 swine in 1913. That number, perhaps, has been cut to one-half. The State of Nebraska, with 4,309,000 head, Missouri, with 4,280,000, Indiana, with 3,970,000, Ohio, with 3,527,000, Kansas, with 2,535,000, Wisconsin, with 2,060,000, Ala-



Pigs wallow—and
so do nightingales



bama, with 1,850,000, Minnesota, with 1,733,000, Mississippi, with 1,698,000, and Kentucky, with 1,589,000 had more hogs, on the first day of this year than Germany possessed on the last day of its chafing peace and the high prosperity it was about to squander.

Louisiana, with 1,584,000 head, Arkansas, with 1,575,000, North Carolina, with 1,550,000, Tennessee, with 1,485,000, South Dakota with 1,432,000, Oklahoma, with 1,372,000, Michigan, with 1,345,000, Pennsylvania, with 1,174,000 and Virginia, with 1,023,000 had within their borders as many as all of European Russia.

More swine are bought, sold and slaughtered in Chicago than in any other city of the world at any time in the history of the world. The record is 87,716 in one day, 334,279 in one week, 1,227,508 in one month and 9,188,224 in one year. Chicago, stating its pork transactions in another way, slaughtered, within twelve months, as many swine as there are in the whole of France and the greater part of Canada.

The second largest American swine and pork-packing center is Kansas City, Kansas. It is followed by Omaha, St. Louis, St. Joseph, Sioux City, St. Paul, Indianapolis, Buffalo, Cleveland and Pittsburgh.

"If comparisons be made," Mr. Holmes points out, "with increasing population, sheep are far from maintaining their numbers and in some small degree cattle are failing to do so. But in the case of swine there has been a small gain above population in recent years."

The hope, then, for an abundance of meat in this country, sold at reasonable prices, must be centered on the defamed but self-complacent swine. "No animal increases and multiplies so rapidly and profitably as does the hog, when given proper treatment," asserts Foster D. Coburn, long famous as the secretary of the Department of Agriculture in Kansas, expert judge of fine live stock, author, editor and farmer.

A female pig, he shows, at the end of four years will be the mother, grandmother and so on of 502 daughters and granddaughters and 501 sons and grandsons, "or enough hogs," as he robustly pictures the achievement, "descendants from one sow pig, to pay for a good-sized farm."

CATTLE must have pasturage. Worthless rural dogs have driven hundreds of farmers out of the sheep business. There need be no trouble, however, about swine, so long as there is plenty of corn with which to feed them. One hundred pounds of pork can be produced with from 400 to 450 pounds of corn as the principal ration. It would cost, therefore, about \$38 to fatten a 300-pound hog, corn selling at \$1.62 a bushel, and the hog would bring \$48, at the present market price, on the hoof in Chicago.

About 7,510 carloads of pork and pork products were exported in 1915. Normally, America's best customers for pork are Great Britain, Germany, France, Italy, Norway, the Netherlands, Belgium, Canada and Cuba. Germans in the past have bought large quantities of lard in this country. There has also been a considerable export trade with hams, the fame of which has practically gone around the earth.

The late "Fighting Bob" Evans, while in command of the cruiser *New York*, as he once told the writer of this article, anchored in German waters and invited Emperor

William to visit his new ship and take breakfast.

"When I gave the Emperor his third helping of ham," Admiral Evans related, "he asked me where I had bought it. I mentioned the name of the town and to my astonishment he said: 'Oh, yes; that's in Virginia, not far from Norfolk. I have purchased hams from that place myself.'"

Virginia hams, cured in a peculiar way, have been privately sold for about a century. A farmer named Todd started the business, using hogs that ran wild in the



When Lamb wrote his celebrated essay on roast pork, the hog for once received respectful treatment at the hands of literature

woods and lived on roots, berries and nuts.

The same breed of hogs, razor-backs, as they are called, "long-nosed, slabsided and long-legged rooters," as a native describes them, still produces the hams, as in the days of the original Todd. They roam the forests of four Virginia counties but each is fed an ear of corn in the morning and at night "to keep them to the call," as their owners explain.

In the autumn they are turned into corn, potato and peanut fields, after the harvesting of the crops, and later are placed in pens and fed on corn and bedded with pine needles gathered in the woods. They weigh from 125 to 190 pounds when butchered. The hams, smoked with hickory or red oak, average about ten pounds in weight and are sold mostly in Baltimore, Washington, Philadelphia, New York and Boston, although some go to Paris and London.

The methods of Todd have been copied by other farmers and the industry as a whole has become celebrated wherever white men live who like and can afford to purchase luxurious food. It would be disastrous, the Virginia experts say, to refine the razor-back hog. They claim that the meat of other hogs cured by the Virginia process entirely lacks the real razor-back delicacy and flavor. And the best blooded swine, when taken into the woods and let loose among nuts and berries, fail utterly to reach the razor-back perfection.

Every swine raiser, in the corn belt and out of it, has his favorite breed. There are national associations unalterably pledged in their loyalty to Chester Whites,

Poland-Chinas, Duroc-Jerseys, Berkshires, Yorkshires, Hampshires, Victorias and Cheshires. There are black hogs, white hogs, red hogs and hogs splashed with all three colors. If any man wants to start a fight in a hog community all that he has to do is to eulogize some hog that is a favorite elsewhere.

The Chester White, originated among the Quaker farmers in Chester County, Pennsylvania, in the year 1820, from boars brought from Bedfordshire, England. This was a great hog in his day and, when fattened, weighed from 500 to 600 pounds. Occasional specimens weighed as much as half a ton. But the skin of the Chester White is thin and sensitive, so it is alleged by the champions of other breeds, and is easily blistered by the sun and irritated by the high prairie winds.

Poland-Chinas, black, with white feet, white markings on their faces and white tips to their tails, were developed in Butler and Warren Counties, Ohio, by the Shakers. This, also, is a large animal, weighing at maturity from 500 to 1,000 pounds. The Poland-Chinas, with their variations are more widely distributed than any other kind.

But they are being rapidly overtaken in number by the Duroc-Jerseys, a red hog than can now be found in all parts of the United States. Back in 1820, as the story goes, the Reds were imported from Spain and given their start in Burlington County, N. J. About the same time, the Durcos, natives of England, were established in Saratoga County, New York.

The Jersey Reds were large; the Durcos were of medium size. Breeders of both came together and waiving their prejudices and crossing their favorites, produced the race that is now overhauling the black hogs in the exciting contest for supremacy. The hope of their creators is to get an animal ultimately that will be cherry red in color.

All of the professional breeders are, according to their lights, working toward hog perfection, toward a hog, when finished, that will overwhelm with defeat all of his competitors. Boars have been sold for \$3,000. Carefully skimming around the edges of trouble, which would surely happen, were he to show any bias as to blood or color, Mr. Coburn describes what he terms "the ideal hog." His picture is worth reading.

"The ideal hog," he says in his best style, "should not be too sleepy and sluggish, nor, on the other hand, restless and uneasy." Recollect, he is portraying a hog and not a human being.

"Free action," he continues, "and a bright and sprightly manner are signs of good digestion and good health. If he is a comfortable, good-natured, friendly creature, wide-awake, disposed to visit with his owner, instead of running away from him and has other points of excellence mentioned (a deep chest, concave face and so forth and so forth), he can scarcely fail to be a joy to his possessor

and approximate, in the eyes of many, a thing of beauty." The chief swine specialist at the Department of Agriculture, in Washington, is Frank J. Ashbrook, a young university man, who was not brought up on a farm but in the city of York, Pennsylvania. When asked about bacon he said:

"Bacon, years ago in the country and in villages, was called sidemeat. It has never been a large department in the swine producing industry of the United States. Our farmers raise what is known to the trade as lard hogs. A bacon hog is long and rather lean, with high sides, and is picked from the shipments received by packers and is not of any particular breed.

"The largest demand is for hogs weighing between 200 and 300 pounds. Such hogs, packing-house figures show, will dress from 83 to 85 per cent. From them come our

hams, shoulders, pickled pork and lard. Last year there were 875 packing-houses under national inspection at which 40,287,692 hogs were slaughtered, as against 7,346,709 cattle and 11,970,869 sheep.

"I am not permitted to make prediction as to the supply of pork this year, but I can say that live hogs have sold for \$16.75 a hundred pounds since January 1, as compared with \$3.50 in 1896."

The hog is a real economic asset in converting alfalfa and grain—usually planted during the early stages of government reclamation projects—into a readily marketable product. One of the first crops of which there is a local oversupply on the reclamation projects is alfalfa, and under ordinary conditions neither alfalfa hay nor grain will bear the cost of transportation to the market centers. The returns secured by pasturing hogs on irrigated alfalfa, supplemented with a light ration of grain, are frequently three to five times as great as could be obtained by selling the alfalfa as hay. If efficiently managed, hogs

can be made to pay from 25 to 50 per cent more for grain than can be secured by the direct marketing of that crop.

It takes little capital to make a start in the hog industry and the returns come quickly. The pork population of an irrigated farm often increases from 500, to 1,000 per cent a year, and the animals are marketable before they are a year old. Uncle Sam attributes to the development of the hog industry much of the success he has had on several of his projects in recent years.

Thus runs the story of the domesticated American hog, whose ancestor, the wild boar, as Mr. Coburn says, "was of unflinching gameness, an intrepid fighter, fleet as a race horse and almost as cunning as a fox."



His ancestor was the tusked and ferocious wild boar

OUR CONGRESSIONAL RECORD

APPARENTLY the Mills of the Gods and our congressional machinery are geared to the same speed. Both grind slowly. It is to be hoped that the grist of the latter will equal the utter fineness of grade that characterizes the output of the former.

The ire of certain volcanic patriots has been aroused by the deliberation with which congress moves. A famous cartoonist was so far lacking in reverence as to liken our highest legislative body to a housewife who has allowed her kitchen to become piled with unwashed dishes. Editorial writers counted up the days that we have been at war and placed beside the total a census of important measures that have become laws. The comparison caused them to become purple in the face as they dashed off attacks warm enough to blister the paper on which they were printed.

Other and calmer souls point out that little else can be expected from a government of, by, and for the people. We have chosen and we must abide the consequences. Should we have a Kaiser? Only autocracies can demand and receive instant obedience. Naturally there is a difference between making up one mind and making up one hundred million minds.

Our allies appear to have taken the kindlier view of congress and its labors. In his speech of farewell to the United States, the Right Honorable James Arthur Balfour said:

"It is true that the action of the executive government may be delayed and has been delayed by the fact that certain measures placed before congress took some time to pass; some of them have not yet passed. But I have lived with representative assemblies all my life and who is it that supposes that representative assemblies are going to make great and new departures in public policy solely at the waving of a wand?"

Undoubtedly the British, French and Italian missions did much to bring home the seriousness of the cause in which the United States has joined and the urgent necessity for action. For the first time in history foreigners spoke before congress. A president of the United States leaned down from a gallery to hear what was being said by one of these visitors on the floor. Further aid was given by members of the commissions who met congressmen on more intimate terms and gave them the benefit of war experiences which their countries had been through.

Here are some of the high-lights and half-shadows from a month of reports, discussions and oratory:

MR. FALL, OF NEW MEXICO. Do I understand the Senator from Massachusetts [Mr. Lodge] to say—I know I understood the chairman of the committee to say—that he does not understand the difference between "war" and an "existing emergency"?

MR. LODGE, OF MASSACHUSETTS. Yes; I know they are different words.

MR. FALL. The use of the word "emergency" in legislation such as this implies preparing for war possibly, if it is a war emergency, or closing up affairs after the war is over. War creates a status not an emergency, and the emergency is either preparatory to or succeeding the war. That is exactly, in my judgment—I do not want to take the Senator's time—the purpose of this change of words.

A Swiftly Developing War Situation Tests the Capacity of Congress for Action—Some Time Is Consumed in Determining the Exact Classification of the Crisis, and More Is Taken Up by Speeches Decrying the Loss of Golden Moments—It Is but Natural for Deliberative Bodies to Act with Deliberation—War Taxes and Who To Pay Them

to-day in discussing the difference between the language of the bill and the language employed by the Senate, or the difference between the "existing emergency" and "during the present war with Germany," it seems to me to be the difference between Tweedledee and Tweedledum.

While I have been entirely willing to agree to the amendment that was suggested a few moments ago by the senior Senator from Georgia, saying that we mean by the existing emergency the present war with Germany, I think it is wholly unnecessary. Is there an intelligent child over 12 years in the United States that does not know that the existing emergency is the war with Germany? We are confronted with no other emergency, Mr. President, but the emergency that arises out of the war with Germany.

MR. FRANCE, OF MARYLAND. To me this war was no holy war until we entered it; now it has become such. I shall not weary you with my philosophy of history, but I do not believe, Mr. President, that we have stumbled on to this day down the blind paths of chance. There are no accidents in history. There would be no propriety in my attempting any expression of my conception of America's place in history and of the full part which our Republic should play in this the supreme crisis of the world's affairs. I must say, however, that I do not subscribe to any of the doctrines of materialism. I do not regard the universe as a fortunate or unfortunate but wholly fortuitous aggregation of forces. I do not see in history a series of disconnected and insignificant acts. On the contrary, I believe that beneath all the seeming incoherence and confusion, the clamor and the uproar, the clash of arms, the conflict of armies, the shouting and the tumult, the onslaught and the retreat, beneath all the vast ebb and flow of human events, a divine purposiveness moves resistlessly on to the achievement of great and ethical ends. History reveals an endless striving, a great becoming, an orderly evolution. As we read history we find nothing static, all is dynamic and progressive.

I believe that the logical and necessary culmination of a great series of historic movements was the establishment upon the Western Hemisphere of this Republic and that the signing of the Declaration of Independence marked the climax of long ages of failing and yet fruitful experimentation in the science of government, and that this act was also the harbinger of the new epoch to come in the history of mankind. The fathers of our Republic believed this, and he indeed is blind who can not see the inspiration in their words and works.

I believe it to be one of the chief missions of America to demonstrate, now and for the future, to the world that efficiency, liberty, and social justice can all be successfully blended in the fabric of that finer democracy which is our ideal and aim. This war will not have been altogether in vain if in its fires our Nation can be purified of the dross of inefficiency and wastage, and if we can be welded into a better and stronger social and national unity.

MR. REED OF MISSOURI. We must choose to-day between the promoting of the efficiency of the American people, as the American people now live and as our business is now organized, and an attempt to regulate and change that business by law. I question

I have never known the House of Representatives when I believed so many of them were determined to vote as they thought right, and to vote without regard to political consequences to themselves.

Mr. Gardner, of Massachusetts

Wherein a Scientist Traces the "Far off Divine Event"

whether the brain of any man can now devise a plan that will not do a great deal of harm, unless the plan be merely calculated to promote the energies of the people. Certain it is that embargoes seldom promote business.

I have said, and I repeat, assure these farmers good prices and they will plant, and they will reap. They will be in the field with the first faint blush of dawn. They will stay there until the last gleam of the evening is gone. They will toil and toil. They will do their work better than they will if they are interfered with by the swivel-chair farmers of the Agricultural Department at Washington.

In which is the farmers
Recommended a that they are
Cure for liable to have
Business: their prices
Namely cut in two by
More the arbitrary
Business mandate of
some board

and you will very quickly find that many will hesitate about buying seed at high prices and hiring labor at high prices and buying extra horses at high prices in order to put in more acreage. They may take the chance of drought or floods or grasshopper or other pests natural, but they will hardly take the hazard of some individual or board some fine morning cutting off half their world market by simply issuing an edict to that effect.

But, Mr. President, let no man incautiously interfere with that vastest and most intricate machine in all the world, the great industrial machine that has a million brains that think; a million eyes that see; a million pairs of hands to feel and grasp; a million stomachs to fill, that must always produce because it always must consume; that can not stop lest it starve and so must always be kept in condition to never stop. That is the most intricate machine there is in the world. You had better let it alone. God Almighty created it, and under His providence men have been running it. Make no mistake; all are affected when one is injured. You can not interfere for the tin-can industry without interfering for other industries. You can not interfere with other industries without affecting the tin-can business and so on.

What is the problem? The answer to it all is, Keep business going; and when I say "business," I mean everything, from the man who works with the shovel in the street to the man who stands back of the counter in the greatest bank of the land. Keep these men employed. Keep on making things. Make automobiles and send them to Europe. Make tin plate and send it to Europe. Make plows and send them to Europe, if there is any place they can use them. Make locomotives and send them to Europe, and all the time be making money and keeping it in America; and then turn around and loan it to our allies and help them win this war, and use some of it to produce for ourselves the finest cannon that the skill of man can produce and the greatest war vessels that can be created to plow the deep.

MR. JAMES, OF MICHIGAN. Mr. Chairman and gentlemen, the "sob artists," the "weep, my countrymen" experts had a great field day in the House yesterday. Some who have for years been in the "king" class of "sob-squad" orators won a place for

themselves in the "emperor" class. Some who have been in the "also ran" class for years yesterday broke in the class that won the "money".

It was a hard day on some of them; they not only had to sob at their own speeches but they had to sob during the speeches of their friends.

The "sob artists" wept yesterday from early morning until late at night. They wept about the iniquitous "draft" system, the volunteer system, the mothers, the flag, and our country.

About the only ones for whom they did not weep were the poor mothers and babies who

went to a watery grave on the Lusitania and other boats.

Revealing Glimpses Of the Luxury of Grief Indulged Over the Draft System

What this country wants to-day is an army raised, not according to the theories

of men who are capable of "sobbing" but according to the theories of men who are going to direct our fighting men, not our "weeping willows."

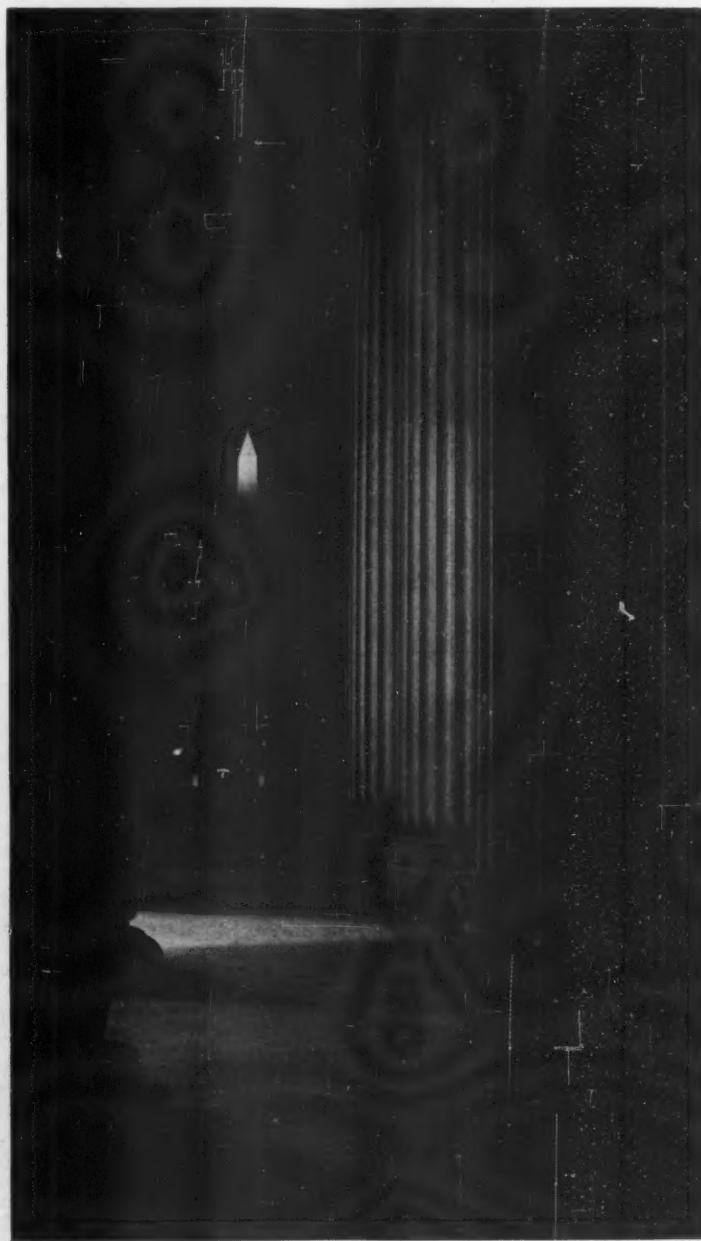
This is no "sobfest" for which we are preparing, but a war, a real war, a war with the greatest military nation of this or any other time.

MR. GARDNER, OF MASSACHUSETTS. I have always spoken in favor of universal military training, but I have generally said that I did not approve of that particular part of the plan which requires compulsory military service in time of war. Possibly my attitude at this time may be regarded as inconsistent with the doctrine which I have heretofore preached. I do not think my attitude inconsistent, but even if it is so I do not much care, and I doubt whether it is going to keep anybody awake at night whether I am consistent or inconsistent. A practical situation confronts us and a counsel of perfection is not very practical at the present time.

MR. QUIN, OF MISSISSIPPI. But you gentlemen who stood up here and bellowed for conscription are now wanting to repudiate your own votes and saying "Let us send one great leader, Theodore Roosevelt, with 80,000 volunteers, over to France." Every one of you know that would disrupt

the plans of the War department and tear up this bill. Where is your consistency? I admit there is little consistency in these days, not even in me, President Wilson, nor the Kaiser. [Laughter.] But many of you men who at first stood against conscription went over to the other camp, and I saw your banners waving in the conscription camp after you had shot us in the back. [Laughter.] Now, since we champions of the volunteer system are men enough to go over yonder in that committee and agree to stand by this conscriptive draft system that you by your speeches and record votes forced upon us against our will and protests, and which you know the War Department wants,

which you know the President of the United States wants, do you not know it is your duty to stand by it, instead of ruining it with this Roosevelt amendment? I say you are waving a red



PHOTOGRAPHED ESPECIALLY FOR THE NATION'S BUSINESS BY C. T. CHAPMAN
The Glowing Tip of the Washington Monument Seen Through the Colonnade of the National Treasury Building

flag in the face of the War Department. You are doing more than that. You are delaying the passage of this bill, and your action will delay too long the raising of the Army for the war. Why can you not stand by the President now, as you pretended to do when you were forcing conscription on us, when you defeated our volunteer provision in the bill? You are offering an affront to the President of the United States, and I believe this House ought to have some respect for its own self as well as great respect for the President. [Applause.]

MR. KELLOGG, OF MINNESOTA. Discussion on this measure should end, and the bill should be passed so that we may take up other important legislation. We still have pending the Army organization bill, which has been before Congress for nearly a month but which is still in conference. We have the appropriation bill, shipping bill, food-control bill, and revenue bill, all of which are of the most surpassing importance to the people of this country in this war. Are we going to spend three weeks more in legal argument, on technicalities, in trying to place all kinds of amendments on the espionage bill, in taking up the entire summer while time is running and the public and necessities of the Nation demanding the adoption of these important measures which are essential to our very existence?

MR. MANN, OF ILLINOIS. We are undergoing the greatest revolution in government which this country has ever seen. It is on account of war, and temporary, I hope, but possibly part of it will be permanent. Every department of the Government, at least every department connected with the war or with transportation, manufacturing, or production is being upset and reorganized in a way.

I do not believe it is desirable to have half a dozen members of the House poking their noses into the efforts to reorganize the departments, keeping every man in authority on the tenter hooks as to what he can do for fear he will be criticized in Congress. They have trouble and fear enough. One of the great defects in preparing for the war is that we have not made sufficient preparation because the executive departments have been afraid to go ahead too fast for fear that they will be criticized.

MR. SHERLEY, OF KENTUCKY. What is needed, and what this war will force upon the Congress of the United States, because of the magnitude of the sums we are dealing with, is a system of bookkeeping so devised as to not simply prevent embezzlement but to also show the cost of performing particular activities of the Government. Our entire bookkeeping system is predicated upon the idea of preventing misappropriation of funds. That it does, but it does nothing else.

What is needed is to have a system that does that but also enables the Congress by an examination of the expenditures of a preceding year to determine not simply that the moneys that have been appropriated have been spent for the purposes intended, but that they have been efficiently expended, and then the remedy is not to tie the activities of department officials when you find they have been inefficiently expended but to cut off the head of the man who is responsible for the inefficiency of administration and to trust the man who is efficient. But under our present system there is no way of determining except by a species of cross-examination, which is more or less inadequate, who is efficient and who is inefficient.

And the result is that Congress being unwilling to trust an agent that it can not control constantly undertakes to tie his initiative, with the result that we have wrapped the activities of the Government in red tape to the extent that it will require another Dickens to make the people realize it and get from under.

MR. RAINEY, OF ILLINOIS. Here is the *Saturday Evening Post*, which is a Curtis publication. This is the current issue of this publication. I bought it at the corner of the Capitol Grounds yesterday from a newsboy for 5 cents. According to the statement made by Mr. Curtis in 1914 to the Post Office Committee, this publication contained then about 35 per cent of advertisements. Since then the amount of advertising matter has evidently increased, because I find, as near as I can estimate, that the advertisements in here, concealed as they are by reading matter, comprise 69 pages, and there are only 130 pages in all, counting the back page.

Following their practice, the Curtis Publishing Co. publish no

advertisements on the front page in the *Saturday Evening Post*. They, however, publish this week on the back of this paper an advertisement of the Eastman Kodak Co. and for this advertisement in this one issue, on the back of this paper, the Curtis Publishing Co. gets \$7,000.

MR. KELLEY, OF MICHIGAN. Is the Kodak Co. included under Title VI?

MR. RAINEY. We are trying to get them on the films. This is one of the great world trusts, and, of course, they can easily pay \$7,000 for an advertisement on the back page of one of the Curtis publications. For the remaining advertising pages contained in this particular issue, the black and white advertisements, the Curtis Publishing Co. get \$4,500 a page for each issue of this paper. The *Saturday Evening Post* contains this week at least \$310,000 worth of advertising matter. Of course these

publications are also news-stand publications. But the *Saturday Evening Post* each week is carried through the mails at a loss to the Government of at least \$15,000. We propose to recoup one-quarter of that loss. That is all.

These Curtis publications—I have not the *Country Gentleman* here—are high-class publications. They are not as high class publications, however, as the publications of 35 years ago which they are strangling in the land. They will not compare with the *Century* or *Scribner's*. They will not compare with that greatest illustrated weekly paper the world ever saw, *Harper's Weekly*, which has been crushed by this sort of papers.

And yet the Curtis Co.'s products are among the highest examples of magazine literature we have in this country to-day.

To-day the only nation in the world that produces as few books per million population as does the United States is Spain. In Spain, instead of having cheap magazines to crowd out her literature, they have bull fights and entertainments of that kind, just as edifying and contributing just as much to her culture as these cheap publications, and she produces for each million of inhabitants only as many books as we produce.

The figures I have given you are startling. Little Switzerland, one-eighteenth of the size of Texas and one twenty-fifth the size of the United States, publishes more than three-quarters as many books to-day per year as we do in the United States. Denmark, Sweden, Norway have each an output of eight times as many books per million of inhabitants as the United States.

Roumania, with only one-thirteenth of the population of the United States, publishes each year one-quarter as many books as are published in the United States. Japan, with half our population, publishes four times as many books. Russia, which has an ignorant class comprising 79 per cent of her population, produces nearly three times as many books as the United States, and has a population only two-thirds greater.

America's backward movement commenced in this particular with the advent of 1-cent postage in the land. When this law went into effect permitting this stuff and these enormous Sunday newspapers with their magazine supplements to go through the mail; when this law went into effect we had 4,000 bookstores in the United States selling nothing but books, testifying 30 years ago to the intelligence and advancement of the American people. To-day we have less than 1,500 bookstores in the United States and they are diminishing in number with each passing month.

Our ambassador to England, Mr. Page, a member of the publishing firm of Doubleday, Page & Co., before he left for England made the statement that American men spend less money to-day for books than they do for neckties and that American women spend less money for books than they do for the buttons that go on their dresses. It costs, according to a census bulletin of recent issue, three or four years ago, for college text-books and school text-books throughout this country \$12,000,000 per year. We expend for newspapers alone \$280,000,000 per year.

MR. MONDELL, OF WYOMING. I am particularly opposed to the zone system. I am not sure but that we might properly increase, even double the rate as a flat rate over the country. But I would want to study that before I advocated it; but if it is equitable, if it is just to make any increase, make it a flat rate. I am not appealing to you because I live in Wyoming or because under your bill we would have to pay there 50, 60 cents, or \$1 more per year for certain newspapers and magazines—I might be able to afford to do it and might be willing to do it, but the majority of the people could not afford it, and that would create a condition under which we would each and all of us soon be living

**Hinting that
Gentlemen
Will talk it
Out if it
Takes all
Summer**

Perhaps some of you will be surprised to know that during this year we have on the payroll of this House men drawing salaries for clerical services and as janitors and messengers amounting to \$1,529,290—over a million and a half dollars for clerical and janitor help just for this House alone.

Mr. Sanford, of New York

**Wherein
Appears an
Opportunity
For the great
American
Novelist**

**Concerning
The ratio
Of books to
Buttons**

**In which
Appear
Sundry old
Friends**

in a miserable little zone of local information, local thought and local ideas.

MR. COX, OF INDIANA. For instance, there is a great string of these strictly advertising journals. They carry no reading matter; exclusively advertising; weighty and bulky; going through the mails at the rate of 1 cent per pound—many of them weighing 1, 2, 3, 4, and even 5 pounds per piece.

The following are the names of some of these advertising papers: *The Dry Goods Economist*, New York; *The Dry Goods Reporter*, Chicago; the *Drygoodsman*, of St. Louis; *The Boot and Shoe Recorder*, of Boston; the *Motor Age*, of Chicago; the *Automobile* and the *Motor World*, of New York; and the *Iron Age*, the *Hardware Age*, the *Metal Worker* and *Building Age*, of New York.

I think there are 11 of them all told. Every one of these 11 advertising periodicals are corporations. I "corkscrewed" it out of Mr. Root, the president of these concerns, when he appeared before our committee that every one of these 11 corporations made a large per cent upon the capitalization, in some instances reaching as high as 110 per cent on the capital stock. Each one of these 11 corporations is held by a holding company, or corporation called the Newspaper Publishers' Association, located in the city of New York, capitalized for \$5,000,000 with Mr. Root (not ex-Senator Root) as president of the holding company and incidentally of the subsidiary companies. In addition to the earnings of the subsidiary companies, the holding, or parent, company made approximately 50 per cent on its total capitalization of \$5,000,000.

Mr. Chairman, here is a case to which the attention of the Department of Justice should be called. Here is a case, so far as trusts are concerned, which puts to shame the Standard Oil Trust, the Sugar Trust, Steel Trust, Tobacco Trust, Leather Trust, Packers' Trust, and every other trust which is to-day eating the vitals out of the American people, yet they have been permitted to go on unassailed by the Department of Justice and not even interfered with by Congress. They have been able and powerful enough to keep Congress from increasing the rate of postage from 1 to 2 cents per pound, yet Members of the House get up and defend such a system of graft and trustism as beyond doubt is displayed in this particular instance.

MR. KELLY, OF PENNSYLVANIA. I have been interested in reading in Knight's History of England a recital of the struggle necessary before street lamps could be erected in the streets of London. When the attempt was made, in the sixteenth century, every imaginable catastrophe was foretold. Then, in 1807, when the effort was made to substitute gas lights for oil lamps the battle had to be fought over again. Men said it would mean the destruction of the whale-oil industry as well as many other industries dependent on the oil-lighting system. But the advocates for

more and better light won, and Knight in describing the victory uses this significant statement:

"These adventurers in light did more for the prevention of crime than the Government had done in centuries."

Why should we now attempt to cloak any activity of this Government in darkness. Should we not rather adopt the policy of full and free publicity, trusting the American people when they are fully informed to act in wise and patriotic fashion? That attitude would look vastly better in a measure to deal with spies and those who love darkness because their deeds are evil.

MR. RAMSMEYER, OF IOWA. Financing the war by taxation has been indorsed by over 300 professors of economics, members of the American Economic Association

Showing That experts And laymen Differ on War finance of the United States, in a memorial issued during the last month and addressed to every member of Congress. We heard much about following the advice of experts when the conscription bill was under consideration. Now I am presenting a proposition which has the indorsement of all the great experts of finance in the country. Why should not we follow the advice of experts in financing the war as well as in raising an army? [Applause.] Surely it can not be that in one case it affects money and in the other only men.

The chief sources for additional taxes at this time should be from the following:

1. A tax that will take substantially all of the special war profits.

2. Increase in the rates of income tax, with a sharper progression in rates as incomes become larger, to 100 per cent of all the income after a certain fixed amount.

3. High consumption taxes on all luxuries.

MR. LONGWORTH, OF OHIO. This bill is constructed upon the theory that one-half of the cost of financing the war should be borne by taxation on the present generation of the American people. To that theory—and I want it so distinctly understood—I do not subscribe. [Applause.] It is true that this administration in propounding this doctrine have limited the half-and-half principle to the remaining two months of the present and the next fiscal year. It is true also, as you read in the committee report, that we have subscribed to that principle to that extent alone. So far I am willing to go, but no further, in support of the half-and-half principle. I support the raising of \$2,000,000,000 by taxation now only because I entertain the hope that this bill by its very hugeness will forestall the necessity of further taxation of the present generation for many years to come. I am firmly of the belief that in no country, particularly in a country whose population is rapidly increasing as it is here, that the present generation should ever be called upon to pay more than 25 per cent of the cost of war.

MR. SNYDER, OF NEW YORK. Mr. Chairman, there has been a great deal said about the receipt of telegrams from manufacturers in protest against the various drastic taxes in this bill. I want to say that I represent one of the greatest manufacturing and agricultural districts in this United States. Included in these manufactures are such as brass, cotton yarn, cotton goods, woolen goods, knit goods of every description, clothing, machine tools, cutlery, felt shoes, typewriters, furniture and desks, tanners, arms, both small and machine guns, steel office furniture, and others too numerous to mention, in all employing many thousands of men.

It will be noted that all of these come within the scope of prime necessities. But, gentlemen, I am proud to state, bearing out what I have said heretofore with reference to my district being patriotic to the core, I have not received a single telegram in protest from any one of these manufacturing establishments, and therefore I must assume that the people interested in these industries are willing without murmur to undergo the sacrifices that they will be called upon to make under this act, and it is a further source of pride to me as their Representative to feel that they are meeting this great issue in this splendid way.

MR. LONGWORTH, OF OHIO. It is significant that protests against this bill come not from poor people, not from those whose necessities may cost more, but from the producers of luxuries whose tremendous profits in the past few years have caused a reorganization of American finance. Nine-tenths of the telegrams and letters of protest that have been pouring in upon us for the past few weeks, literally by the tons, come from the producers of luxuries pure and simple. Each one says we have singled him out to tax his industry with a discriminatory tax, and that it will bring ruin upon him. Is the tax imposed by this bill upon these luxuries unjust and discriminatory? We tax in exactly the same way, by a tax of 5 per cent upon their sales, automobiles, tires and tubes, musical instruments, phonograph records, motion-picture films, jewelry, sporting goods, pleasure boats, perfumes and cosmetics, proprietary medicines, and chewing gum. And in the same way we put a tax upon the amusement industry of this country. We put a tax of 10 per cent upon each ticket worth more than 10 cents for admission to baseball games, moving picture theatres and things of that sort.

MR. COOPER, OF WISCONSIN. Many of these "movie" theaters are what are called a poor man's theater—a wonderful thing. MR. KITCHIN, OF NORTH CAROLINA. I heard no poor man who kicked against this. MR. LONGWORTH, OF OHIO. Let me go on now. I was referring to these taxes on "movie" films, but I forgot to mention club dues, gentlemen. That is an unjust and discriminatory tax. That will ruin the clubs of this country, gentlemen. It will have a serious effect on the pockets of us clubmen. We ought to protest against such an unjust and discriminatory tax as that. . . . Of course, I weep for some of these men who are going to be ruined. The story that comes to us by the producer of that beneficent drink,

Yet while she [Germany] is trying not only to starve her enemies but to starve the whole world, we sit here and argue for hours and hours about the construction of this phrase or that instead of going direct to the purpose sought and imperatively needed; that is, giving the authority, the obvious necessary power, to the President, so that he may do that which we declare he shall do and which he must do under his constitutional oath of office.

Mr. Husting, of Wisconsin

"Coca Cola," brings tears to my eyes. He has made only \$35,000,000 in the last few years, and a tax of 10 per cent is going to ruin him! How can you stand here and support such an unjust and discriminatory tax? [Laughter.]

MR. HOWARD, OF GEORGIA. Under the Act of August 29, 1916, in the general Army appropriation bill we created an inoffensive, innocent-looking piece of machinery in this Government known as the Council of National Defense. Its operation under this bill seems to be very modest and only advisory. Seven men were

**Looking in
On the
Council of
National
Defense**

supposed to get together, selected on account of their long experience and superior ability in certain lines to advise different Cabinet members therein mentioned.

I was down this morning to the Munsey Building. I found three entire floors of that large office building with hundreds and hundreds of clerks crowded together working like they were putting out a fire in a broom-sedge patch. There were expert fly speckers, chemists, analysts, insect finders, bug hunters, and people of every conceivable character on the face of the earth crowded down there into that building engaged in national defense. [Laughter and applause.]

Let me show you what has happened. I want to give you, if you will permit me to, some of the facts. If that crowd is turned loose on the Nation for six months longer, they are going to bankrupt it. That is what they are going to do. Let me show you. They have devised a rule to let no contract where the original

contractor receives in excess of 10 per cent on the gross expenditures in the consummation of that contract. What will that do? Does it tend to the economy in these gigantic contracts that we are letting? No; it is a direct incentive for every man that receives a contract to raise the cost, because his profits are predicated upon total costs. The more it costs the more the contractor receives.

MR. DILL, OF WASHINGTON. Badly as this Government needs money with which to finance the war, I think it is a mistake to raise

**With
Sidelights
On the
Charms of
Music**

it by taxing the instruments which produce music. Such a tax will bring but a small return in comparison with the injury it will do. I am not a musician. I know little, if anything, about its technique or composition, but I do know something of its power in the hearts and lives of men. There never was a time when the American people needed the inspirit-

ing influence of music more than they do now. Why tax the source and thereby discourage its production?

One of the great newspapers of New York, the *Evening Mail*, has recently called attention to the fact that before the French Revolution the French Government laid a tax on windows, and that one of the marked results was to discourage windows which let the light of day into the homes of the people. It points out further that music is one of the windows of the soul. Shall we discourage the opening of those windows which let such wondrous light into the souls of men and women?



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The Millions of Mercy

Morgan and Company Closes a Deal
Whereby Henry P. Davison Is Loaned
to the Red Cross for the Work of Gathering
and Administering a Fortune for the Wounded

By JAMES B. MORROW

THE mystery was revealed without reluctance—probably because it was no mystery to the vigorous and amiable high priest from the temple of mammon who was talking.

What secret processes of genius do conjurers with millions employ in achieving tremendous results, the formation, for example, of a billion dollar corporation, or the building of a four-track railway clear across the continent, the writing man had asked.

"Common sense," was the reply, "and a definite purpose."

"Nothing more?"

"All else is detail."

Command of capital was presupposed. Mention of it, therefore, was passed.

The substance and form of the inquiry were taken from the stimulating fact that Henry Pomeroy Davison, a chief among the partners in the house of Morgan, had promised, during the battles with the Prussians, to give his time and talent to philanthropy.

Chairman of the Red Cross War Council, by the appointment of President Wilson, he was in Washington, and at work, sitting at the head of a long table, pen in hand, huge shell spectacles, recalling ancient Chinese scholars, hooked behind his ears.

Could, the writing man had asked internally, a master of finance, cold, supposedly, curt, proverbially, fit his

methods to a benevolent task? The analogy was crude and far-fetched, perhaps, but how would a dapple-gray Percheron look if hitched to a phaeton filled with convalescents?

Cautiously the inward thought was given external expression. Mr. Davison removed his spectacles.

Wealth, often, in its period of amassing, like a hen in its season of incubation, is bad-mannered. Its strength is without mercy; its words without grace. Habits fixed, continue into old age and leisure. The estate left behind, ultimately, aside from property, is an impolite character.

Thus many a rich man, dying, is spoken of as "Old Jones," or "Old Brown," or "Old Smith," not in the sense of his seniority, though his years may have been heavy, but as testimony, given even by a second generation, confirming his discourtesy.

Mr. Davison removed his spectacles. And smiled. The signs read fair weather. Fifty, he is youthful enough to be forty. A hasty inventory showed open assets as follows, with no visible deductions: gray eyes; brown hair, light, tow-colored, once, no doubt; a short outstanding nose; a masculine voice; a manner unspoiled by success, friendly and candid; a stature unremarked; a suit of black clothes, delicately striped; a pink and white shirt; a pearl stickpin; a dark scarf and so on and so forth.

There was no bogus modesty; no heavy thundering and a sly waiting to note its effect; no "here now, I'm a man of business, few with words and inhuman in other particulars."

Mr. Davison was smoking, actually. Most sketching gentlemen so describe one of the incidental performances of their subjects. It's a trick of the trade, handed along from writing fathers to their descendants, with a "flicking of ashes," now and then, to give it finish and an original character.

Also Mr. Davison removed his cigar. "Let us start

right," he said. "The Red Cross," he continued, "is one of the biggest things in the world.

"It has size and object. The object may be unlike the objects of other big things but the management of any big thing in its principles can be applied to all big things regardless of their nature."

AT this point came the revelation of the mystery. "The first act that men do, who are associated in a large undertaking," Mr. Davison said, "is to sit down in a room, at a table, preferably, and decide definitely what is to be done. That being settled, they agree as to how it shall be done.

"Thus the doing of large things is one of the simplest matters imaginable. And it is just as easy to do a big thing as it is to do any other kind, not that the big thing hasn't intricacies unfound in those that are smaller. I would rather transact business with a government than with a person. The government is large; the individual isn't.

"A big thing makes the men engaged in it grow to its size—at least they so believe. When I meet and talk with a big man, I feel larger than I did before. I expand, seemingly, and my experience is your own, I am sure.

"When I come in contact with a small man, on the other hand, I am conscious of shrinking to his size. If he lingers long enough, I am temporarily demoralized. On this point, call to mind your own sensations under similar circumstances.

"It is the same with things—big ones are inspiring; small ones are not. I am well acquainted with Lloyd George and often have met him during my three visits to England since the beginning of the war. From the chancellorship of the British treasury, he went into other offices of the ministry and is now at the head of the government and the most powerful man in England.

"New duties, not like the old ones, faced him in turn.

And greater duties they were but he met them and mastered them as he went along. At one conference, I remember, he said with energy: 'We must have high explosives'.

"Then he turned to a military man present and asked: 'What is the difference between high explosives and shrapnel?'

"Lloyd George has known from the start what must be done—the defeat of Germany by sea and on land. The minutiae he gives unto other hands. Having a purpose and a programme, and driving power as well, he is Prime Minister of Great Britain only for the reasons I have named.

"The genius for achievement, so far as my observation can be trusted, lies in common sense, as I have said, and a definite object. These are the elementary principles of accomplishment and are as easily workable with large things as small ones."

The Red Cross is now engaged in getting freewill contributions to the amount of \$100,000,000. Armies of American soldiers are to be followed by thousands of doctors, nurses and ambulances. Hospitals are to be established near the battle-fields. Everything that is humanly possible will be done to restore the wounded and the ill to health and strength and to lessen the hardships of the fighters in the field.

Many of the ablest business men of the nation are personally interested in the work. They are members of the Red Cross War Council. Managers of great banks, manufactories and mercantile establishments, they mean that the patriotic duty they have in hand shall be performed promptly, efficiently and benevolently. Indeed, they are to be the foster fathers, using a phrase coined by Mr. Davison himself, of America's battling sons at the front.

But why can not the government foot the bills and do the work? The inquiry comes naturally to the lips of those but slightly acquainted



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A dog being bandaged by his comrades of the Red Cross for honorable wounds acquired while hunting for wounded on a French battlefield. These dogs are trained to pay no attention to the dead. They search out the badly injured and guide the stretcher bearers to them. There is a vast difference between the war dogs of reality and those of mythology

with their Uncle Sam. As a foster father he is not only a technical red-tapist but about as instantaneous in his errands of mercy as the slowest man that ever dwelt on earth.

It was Jean Henri Dunant, a young Swiss, who saw 18,000 Frenchmen and Italians and 20,000 Austrians dead or suffering on the battle-field of Solferino. He described the horrors he witnessed in a little book—men dying in the sun, men thirsting to death in their fever, men shrieking for help with no response.

The "Souvenir de Solferino," Jean Henri Dunant's little book, brought about the formation of the Red Cross Society in the year 1864. Fourteen nations signed the treaty of Geneva for its creation. Dunant, having spent his fortune in getting the nations together and their signatures to one of the most beautiful documents ever written, taught school thereafter for a living.

Sacrificial service can be called the key-word of the Red Cross organization. At this moment scores of the finest types of American men and women are giving their days and nights without compensation to the soldiers and sailors of the Republic. They are following the ideal of Jean Henri Dunant, who surrendered all that he had to lessen human misery.

Men of wealth and power and rare ability, men like Eliot Wadsworth, the brilliant engineer and great executive, are freely devoting their hearts and hands to their country. Under the spell of Eliot Wadsworth's vision and spirit, the American Red Cross has doubled its chapters and its members. Services like his can never be paid for in cash.

It may be clear to the reader by this time why the national government can not undertake the work performed by the Red Cross Society. The sweetest of all blessings are those on which love bestows its promptings. But read what Mr. Davison told the writer:

"Well," he said, for he was answering a question, "take our country as an illustration. Here Congress legislates toward a duly specified purpose. Something is to be done. There are estimates of cost and plans are precisely marked out. Debates follow. Days pass; often weeks. The law at last goes into the book of statutes. Around it are all the guards known to red-tape. I am not censuring; only explaining.

"Now the Red Cross is ready always to act. Before the call has time to send its echo back, the Red Cross has begun its relief. Governments must first know of a need. The Red Cross prepares to meet the need before it is felt. Governments move deliberately; the Red Cross immediately.

"Governments read over the laws, hunting leisurely, if learnedly and conscientiously, for their authority. The Red Cross has no law but humanity. Governments, in their operations, include everybody, dealing with masses or classes. The Red Cross sees the one man who suffers and his case at the moment is paramount."

Mr. Davison came to the colors as a volunteer. There was a grave conference in Washington when America went to war with the Prussians. Members of the Cabinet met with the officers of the Red Cross Society. Mr. Davison, having been asked to attend, was present. Battles on land and sea were sure to come. What was the duty of the American people toward the ill and wounded? How could that duty be performed?

Three times in Europe since the Huns, their helmets glowing in the sun, marched toward Paris, Mr. Davison knew the story of war, having seen war and not only having read about it in newspapers and books. He was present at the conference because of his great skill as a man of business. He was there, also, his conferees soon learned, because his heart was in it.

What should be done? Mr. Davison answered the question and answered it so feelingly and sensibly, bringing into the conference at the same time the very atmosphere of battle, that President Wilson urged him to accept the chairmanship of the Red Cross War Council. And so the mighty house of Morgan loaned one of its most sagacious and energetic partners to the government of the United States. Nevertheless Henry P. Davison is a volunteer. He is marching under the Stars and Stripes, no less an enlisted man than any private in the ranks.

A startled look came into his face when the interviewer, pretending to rise and go, as if the matter in mind was of no particular interest, remarked: "You taught a country school in Pennsylvania thirty-five years ago."

It was a leap backward from one century into another. The landing, it was plain to see, was not without a jolt. "Yes, I did," Mr. Davison answered feebly.

"Did any of the big boys ever fight you?"

In that primeval day, Harry Davison, as he was known at Troy, the village of his birth, was fifteen years old.

The inquiry, a tonic to memory, threw open the door to words. A smile wrinkled about the Davison eyes and widened the Davison mouth. The interviewer sat down again.

"They never did," Mr. Davison answered, referring to the big rural boys, "but fear that they would haunted me day and night."

The Davison children, after their mother died, lived with relatives—the Pomeroyes, men of action and property. Henry P. went to his grandmother, also a Pomeroy and also a resident of Troy. He thought of college, made a move in that direction but, having no money, took a humble place in his uncle's bank.

In the back room, so the interviewer had heard, after the safe was locked and the front door closed, Henry P. was wont to blow a flute, rat-a-tat on a snare-drum or scratch a fiddle. Therefore the interviewer innocently



A Serbian Red Cross worker bringing in a cheerful victim of kultur

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French soldiers convalescing under the care of a Red Cross nurse. Thousands of these men are discharged from hospitals to go to the trenches and—death

asked: "Did your Uncle Pomeroy think that you would make a good banker?"

"He had no thoughts on the subject whatever. He had positive and undebatable knowledge that I wouldn't," Mr. Davison answered. The reply, so the interviewer felt, like a rich young widow's letter, was narrowly bordered with mourning.

It is not in history, or in this history, at least, why Henry P. Davison did not remain in Troy and fall heir at last to his uncle's business. He confessed that he departed for Bridgeport in Connecticut.

"I had a school friend there," he said, rather hurriedly, the interviewer thought, "and went to visit him."

"And then what happened?"

"I told my friend, on the day of my arrival, that my services could be obtained by some business establishment. In the evening he introduced me to his father, who was a grocer and a director in the Pequennock National Bank.

"We need a boy at the grocery," the father said, "and I heard to-day that there was a place vacant at the bank. Take your choice."

"The same old road that ended in two forks," the interviewer observed.

"Exactly," Mr. Davison replied. "I went into the bank."

"At —."

"The sum of \$41.67, paid monthly."

IN Bridgeport, still with the bank, Mr. Davison fell in love with a banker's daughter; and married her later. He was twenty-four years old when he took employment at the Astor Place National Bank in New York. At the age of twenty-seven he began his remarkable career with the Liberty National, in which he arose from the office of assistant cashier to that of president within seven years, the presidency being voted to him when he was thirty-two.

Then he went to the First National, which was and is closely related to the house of J. P. Morgan and Company. Eight years ago the elder Mr. Morgan offered him a partnership. The offer was embraced, instantly, perhaps. Anyway it should have been. Presumably, Mr. Davison has to use his fingers now to tally his millions.

Uncle Pomeroy of Troy was not a psychologist; not a reliable mariner over the deeps of human nature. The flute, the drum or the fiddle, whichever it was, raised up a

falselight that

he supposed was a beacon on the shore of his nephew's character.

Nor was he an intelligent auditor. He should have heard his relative and bookkeeper. Once a hospital did so and straightway made him president.

"This is what ought to be done," he must have said, "and this is the way to do it." Such is his habit.

"This is what ought to be done," he told the President and his Cabinet, "and this is the way to do it."

It was 11 o'clock in the morning. Before the sun was fairly across the meridian, the Red Cross was his to manage, if he would accept its toil and accountability.

Uncle Pomeroy should have gone into that back room, silenced the flute, the snare-drum, or the fiddle, and listened.

But then—

Submarines just now play a large part in popular imagination. The German variety are sinister, and have been used after a sinister fashion. But they have no such picturesque exploits to their credit as our own sailormen performed one hundred and forty years ago.

Since England to-day honors the memory of Washington, it may with some pride in Anglo-Saxon prowess recall that American privateer which in 1778 circumnavigated Ireland, capturing seventeen or eighteen British ships as it went. Consternation among British merchants ran high, marine insurance in London rose to ten per cent, the great fair at Chester was prevented, and British vessels so disliked the hazards of the sea that very soon forty Frenchmen were loading in the Thames.

Those were chivalrous days. Although John Paul Jones was dubbed a pirate by the country he frightened he brought back the silver plate of a Scottish earl with which the "Ranger's" crew made off and returned it to the nobleman whose person he would gladly have kept as a hostage.

Official news is going abroad these days by cable. British diplomatic officers in all parts of the world have been receiving regularly from London summaries of the latest developments, in order that these statements may be given to the local press.

Our embassy at Buenos Aires appears to have issued its first official communique to the Argentine press April 30.

Corn Hurls Itself into the Breach to

IF Adam had started in his early youth to count the greatest corn crop ever produced in this country—that of 1912—totaling 3,124,000,000 bushels, at the rate of one bushel per minute, and like the Cherubim and the Seraphim in the Revelations, rested not day or night, he would only now be completing his job. Yet under favorable conditions the growing corn crop to-day, so great is the acreage, promises to exceed even the inconceivable figures of 1912. Such is the absolutely new and incredible amount in one agricultural staple alone, which the farmers add annually to the wealth of this country.

CORN is by far the most valuable crop grown, more so even than King Cotton. It is not a money nor cash crop, for about 81% of it is used on the farms, and only 19% is sold and finds its way to towns and cities. It is the greatest of all feed for poultry and for livestock of all descriptions. In the Southwest the term "corn-fed," whether applied to man or beast, is the synonym of physical high breeding. The great bulk of the crop is fed to animals, for only about 4% is consumed by human beings, and less than 3% on the average is exported. Experience has shown that not only is it better farming to market corn in the shape of livestock, but likewise much more profitable than to attempt to sell it direct.

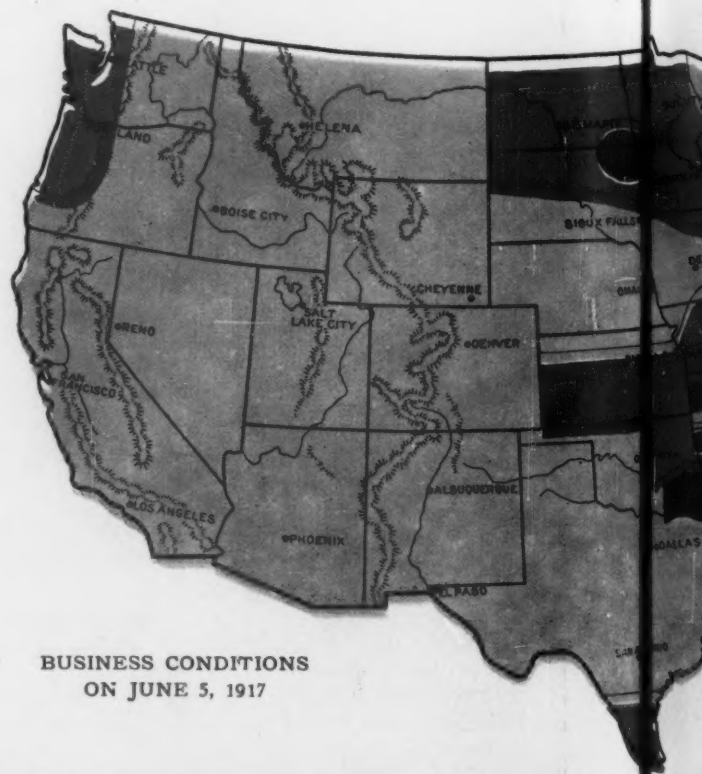
Our acreage in corn is nearly double that of the rest of the world, and our production about 75% of the world's crop. Nor is there any reason to believe that this percentage will ever be less. For corn, like cotton, is a plant of restricted latitude and climate, and unlike wheat is not adapted to many countries, many skies, and many soils. Our principal competitors are, in the order named, Argentina, Austria-Hungary, the Danubian provinces, Italy and Mexico. Yet not one of them produces as much as either Iowa or Illinois.

Two of the most remarkable developments of late years in this great food product are the large increase in production in the Southern States, and the introduction of new drought-resisting varieties in the Great Plains States. In 1915 there were ten Southern States, each of which produced more corn than either Michigan, Wisconsin, or Pennsylvania—while the South as a whole grew 35% of the total yield. Owing to the ceaseless research and intelligent experimentation of the Department of Agriculture, some few years ago there was imported from the Sudan and South Africa, non-saccharine sorghum grains, known as milo, feterita and kaffir corn. They are the same family as Indian corn or maize, but have singularly developed drought-resisting qualities, which peculiarly fit them for the thirsty, semi-arid regions of Western Kansas and Oklahoma, and the Texas Panhandle, where at times in summer the sky is as brass and the earth as iron underneath. In such times when Indian Corn shrivels and dies, these hardy plants practically suspend growth, mocking at hot winds through days of rainless heat until reviving precipitation gives them new life. So now there are over four million acres devoted to these reliable products, which along with Sudan Grass, Alfalfa, Soy Beans and Peanuts are making agriculture, and consequently commercial activity, possible in a country where before farming was an unequal gamble with fate.

Throughout the West and Southwest the hope of business activity and prosperity, more than upon any one thing, hangs on the fulfillment of the present promise of a record-breaking corn crop.

For some weeks past there has been alternate sunshine and showers in nearly all sections, producing a very riot of growing crops. The

Indications That Present
World Record Production
Our Monthly Survey by A
In a Riot of Growing Crop
Backward, but Vegetable
Peaches, are Rallying with



BUSINESS CONDITIONS
ON JUNE 5, 1917

outlook for an appreciably larger yield of cotton on May first has grown day by day until the realization of the belief expressed in THE of an output which may somewhat exceed ing is now in progress in North Texas and steadily Northward at the rate of about 2 for spring wheat is of the best; a rather late and under much better soil and climatic conditions the story of all small grains in all sections greater acreage.

COTTON is somewhat backward and its stand is poor has been plowed up a In this early stage of the growth of cotton yield may afford occupation and amusement, but serves no other practical purpose, staples, cotton has the most even planting in the early spring to picking in t

ch to Hold the Line Against Famine

Present Crop Will Exceed
Production of 1912, According to
by Archer Wall Douglas.
ing Crops, Cotton is a Little
Vegetables and Fruits, Save
ing with Corn to the Colors

its existence is a succession of just one thing after another; rust, shedding, army worms, the little red spider, and the boll weevil, the saddest of the year. Yet all it asks and needs is some warm weather and its place in the sun, for it is largely a dry weather plant.

This country grows approximately 60 per cent of all the cotton produced in the world, and this proportion is likely to increase as time goes on. Like corn, it is a plant of latitude, and treads close upon the heels of corn in national importance. It is the greatest money crop grown, and the backbone of our export trade. A country such as ours, growing the bulk of two such agricultural staples, as corn and cotton, has an inexhaustible source of wealth greater in its permanency than mines, or forests, or manufactures, or any other form of production.

The general story of the numerous but important so-called secondary crops is one of some retardation in growth by cool, wet weather with increased acreage and generally good condition. This is true of rice and sugar cane, of sugar beets, of sweet and Irish potatoes, of the humble peanut with its annual production of \$50,000,000.00, of rye, barley and flax.

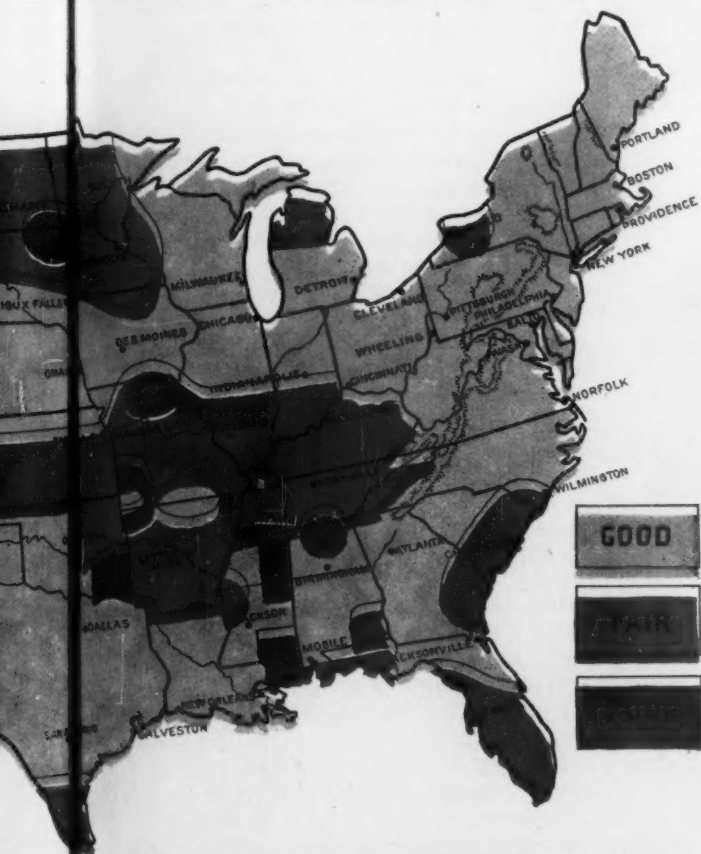
The story of vegetables is of a yield such as before was never known. Already early vegetables are pouring into Northern markets like unto a Democratic majority in Texas. They come in special stopless trains, running on passenger schedules, from the uttermost parts of the Union—from the sunny South, Virginia, all the way around to Texas, from faraway, wonderful California, and from Washington and Oregon.

The promise of record-breaking crops in nearly all agricultural products must be tempered, however, for the present by the lesson of experience that the clouds do not always drop fatness and the hope that an ever blazing July may not lack needed precipitation. Fortunately in all sections the growing crops will enter upon that crucial month with vast stores of moisture in the subsoil.

ONE of the bright spots in the agricultural situation is the outlook for an abounding yield of all fruits save peaches and the citrus fruits. Few realize the great commercial importance of the fruit production, which totals nearly half a billion dollars annually and is the principal pursuit and source of revenue to many in all sections of the country.

Apples, like Abou Ben Adhem, lead all the rest with a yield in 1916 of 67,000,000 barrels, netting the growers \$185,000,000. Apples have ever been the most popular and attractive of all fruits, even though they were the cause of our first trouble. They have been represented as pictures of gold in frames of silver and in the Song of Solomon, the wisest of men, the cry of the Shulamite maid is to be "stayed with flagons, and comforted with apples." Their increasing consumption testifies to the steady growth of sensible, sanitary habits of diet in this nation, while their cultivation by cooperative concerns, especially in the irrigated districts of the Northwest, is the last word in modern, scientific agriculture, and intelligently planned distribution.

The business world has so far shown but few unfavorable reactions to war's effects. The leading philosophy in commercial circles, large and small, but especially in the small, seems to be "Kismet"—it is fate—and making the most of the present moment by an ever watchful opportunism. Especially since taking thought for the morrow, save ordinary common sense precaution, does not appear to be of much avail. Also, it is very obvious that sufficient for the day are the prob- (Concluded on page 52)



larger yield of winter wheat than indicated by data until there seems near at hand a THE NATION'S BUSINESS for May somewhat exceed that of last season. Harvesting in Texas and Southern Oklahoma, and goes at the rate of about 25 miles a day. The outlook is for a rather larger acreage than a year ago, and climatic conditions. This is practically true in all sections, and with an appreciably backward and in some few sections where the plow has been up and planted to food products. Growth of cotton any estimate of its ultimate yield and amusement to professional crop experts for practical purpose. Of all the agricultural careers the most eventful and checkered career. From the picking in the late fall, and early winter,

The American Dollar

A Proud Coin That Has Volunteered in Every War, Springing From the Pockets of Citizens of Every Estate, Will Not Fail to Ring True Now

BORROWING was the order of the day when our government was young, and borrowing abroad at that, as a matter of course. In 1776 we began by getting subsidies from France, with the help of a French composer of operas whose notions about the appropriate color scheme in military display were so pronounced that he overrode the orders of the fathers of the Revolution and instead of blue uniforms sent over outfits in a different color for every division. In our early years there were French loans, Spanish loans, Netherlands loans, Dutch loans.

Foreign loans had their complications. A commissioner on his way to Europe was captured by the British and clapped into the Tower, while his papers, which refused to sink when he threw them overboard, sent England and Holland to war. When the canals of Holland froze in the severe winter of 1794-1795, and the French army marched to victory over defenses they could not otherwise overcome, Holland ceased to be a source of money for us. Perforce direct borrowing abroad by our government came to our end, although the United States subsequently gave France its promissory notes in the Louisiana purchase.

Our foreign loans we had liquidated by 1809, except a few certificates of indebtedness which the government had to give foreign officers serving in the Revolution, and the last of these certificates was redeemed in 1828,—five years after the retirement of the final part of the six-per-cent stock issued to France for the Louisiana country. Loans have since been internal, although of course some of the bonds at times found their way abroad. We have financed our own government through our own industry and thrift, precisely as we have developed our industries very largely out of our own accumulations of capital. Events of the last three years have merely hastened our progress toward a position in which we place capital at the disposal of the rest of the world.

In progressing to our present-day position and ideas we have turned a trick or two. For example, the bonds our government issued before 1870 were not expressed as payable in coin, let alone in gold. To be sure, before the Civil War gold and silver coins were the only legal tender, but our gold bonds,—with their specific pledge of payment in gold,—are relatively a new form, dating in their complete specification of the manner of payment only from 1900. They represent the highest form of obligation yet devised.

But that was not all. We made government financing popular, as is appropriate among a people who keep their savings largely in their own control. The five-twenties of 1862,—redeemable at the government's option after five years and payable in twenty, with interest at 6 per cent,—were offered by salesmen throughout the whole of the country not in rebellion, in denominations of \$50, \$100, \$500 and \$1,000; almost \$400,000,000 were taken by every class of the population. "The history of the world may

be searched in vain for a parallel case of popular financial support to a national government," the Secretary of the Treasury wrote. The feat was more than repeated in 1865, when in the face of a national debt of two and a half millions seven-thirty notes and in the amount of \$530,000,000 were placed in a month throughout the country, after soldiers taking their discharge had shown the way by accepting these obligations as their pay to the extent of twenty millions. This time the short description of the issue referred to the interest,—seven and three-hundredths per cent; the notes were payable in three years. In 1870 the French people followed our example, lending to their government \$1,000,000,000 with which to pay the indemnity exacted by Germany at the end of the Franco-Prussian war.

The popular finance which we largely inaugurated in the sixties has now become the order of the day in Europe. It continues to support the nations embattled against a common enemy many months after wisecracks had declared financial exhaustion would reduce the armament of war to impotence. These same wisecracks had before 1914 said that financiers would never again permit the devastation of war. In fact, both before and after August, 1914, many wise men forgot the possibilities of popular finance.

Recollection had to go back only to 1898 to serve as a corrective to any theory of autocracy in finance. With the Spanish-American war on our hands we subscribed in 31 days for \$1,500,000,000 in three-per-cent bonds, redeemable

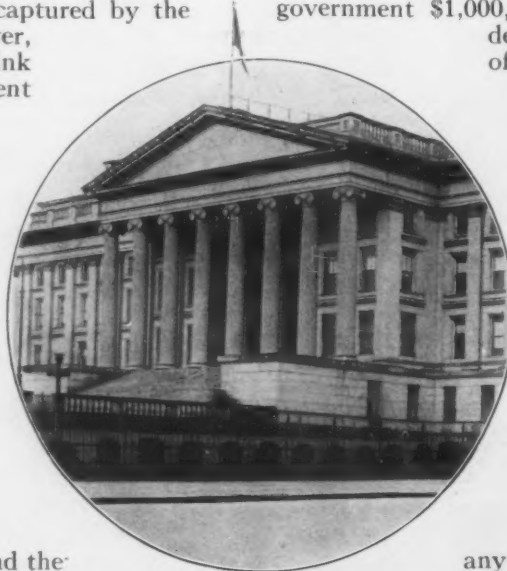
after 1908 and payable on August 1, 1918. The amount for which subscriptions were asked was only \$200,000,000. As the purpose was to distribute the loan widely it was offered at par. If there had been a desire merely to get as good a price for it as financiers would bid the results may be guessed from the loans of 1894, 1895, and 1896, when needing money to meet some of the obligations resulting from the Civil war the government issued \$262,000,000 in bonds, getting a premium of 17 per cent for the five per-cents and as much as 11 per cent for the four-per-cents.

Two series of Panama-Canal bonds, redeemable after 10 years, payable in 30 years, and drawing interest at 2 per cent payable quarterly, brought upwards of 2 per cent in premiums, and the third series, drawing 3 per cent and payable in 1961, sold for 2½ per cent over par.

In 1898 there were 320,226 subscriptions, divided as follows:

Under \$100.....	11,483	\$ 520-\$ 980.....	11,862
\$100-\$180.....	14,974	\$1,000-\$1,980.....	25,152
\$200-\$280.....	9,902	\$2,000-\$2,980.....	10,349
\$300-\$380.....	7,594	\$3,000-\$3,980.....	5,165
\$400-\$480.....	7,698	\$4,000-\$4,400.....	5,223
\$500.....	180,573	\$4,500.....	1,875
		Over \$4,500.....	28,376

On May 14, this year, the Secretary of the Treasury asked subscriptions toward our greatest loan, \$2,000,000,000 having received authority through the law of April 24 to borrow as much as \$5,000,000,000 through popular



The United States Treasury Building at Washington

offerings of bonds in such amounts as he might desire.

The interest-bearing debt already in existence was small, having been \$1,023,000,000 on March 31,—i. e., immediately before the declaration of war. The items in this debt run as follows:

\$605,000,000 Consols of 1930	Drawing 2	% Payable	after	4- 1-1930
63,000,000 Loan of 1908-1918	" 3	%	" on	8- 1-1918
118,000,000 Loan of 1925	" 4	%	" after	2- 1-1925
49,000,000 Panama Canal Loan	" 2	%	" on	8- 1-1936
26,000,000 Panama Canal Loan	" 2	%	" on	11- 1-1938
50,000,000 Panama Canal Loan	" 3	%	" on	6- 1-1961
25,000,000 Conversion Bonds	" 3	%	" in	1946 and '47
23,000,000 One-Year Treasury Notes	" 3	%	" in	1917 and '18
50,000,000 Certificates of Indebtedness	" 2	%	" on	6-29-1917
9,000,000 Postal Savings Bonds	" 2½	%	" in	1931-1936
887,000 Postal Savings Bonds	" 2½	%	" on	1- 1-1937

No government ever turned to its people to borrow money at a time when its credit stood higher or the people's ability to lend was more overwhelming. For years the government's outstanding obligations have represented a debt of convenience, not of necessity. The readiness of the people to pay taxes to create revenues for public expenditure, including interest on obligations, has been so unquestioned it is never discussed; our only controversies have been over the kind of taxes we should use, and the incidental purposes we would have them subserve.

The wealth supporting our willingness to pay has grown beyond imagination—being officially guessed at in 1900 as eighty-eight billion dollars and one hundred and eighty-seven billions in 1912; since the increase has averaged over ten billion a year the total today is a good two hundred and fifty billion.

This vast aggregate of property we devote to our industries and commerce. Its usefulness we enhance with a system of land transportation which we all admit is surpassing in excellence, when we stop bickering over rates and who is to get the next freight car. Finally, we make stable our structure of industry and commerce, both in itself and in its economic relations to the rest of the world, with banking arrangements which should be able to absorb all shocks that come.

The amount of bonds for which subscriptions will be made against such an aggregation of wealth depends upon inclination. If subscriptions increase proportionately with wealth, they will on June 15 touch \$4,500,000,000 on the basis of our experience in 1898. If they should keep the same relation to bank resources as they had during the Civil War they would exceed a total \$30,000,000,000 in a series of loans. Such calculations, of course, serve merely to illustrate what may be expected of us if we really throw our financial power into war.

The actual borrowing of European governments in the first two and a half years of the war are approximately:

United Kingdom...	\$18,800,000,000
France	10,500,000,000
Germany	11,200,000,000
Russia	7,800,000,000
Italy	2,500,000,000
Austria	5,800,000,000
Hungary	1,700,000,000

If power to lend is to be compared with European experience we must recall that after the new issue of \$2,000,000,000 in bonds has been distributed we shall have a national debt which is but \$30 per capita, whereas in England the national debt amounts to \$376 per capita. In other words, before our government assumes obligations

equal to England's commitments it will have to raise its debt to \$40,000,000,000.

A United States bond at par has always presented an investment which appealed to a man's business sense, and confidence has had some great rewards. Partly because of the former "circulation privilege" six-per-cents sold as high as 123 in 1873, four-per-cents were at 130 in 1889, the three-per-cents issued in 1898 on account of the Spanish-American war were at 110 within two years, and four-per-cents due in 1925 now bring 105 in the market.

With the new bonds freedom from taxation will replace the circulation privilege as an incident that runs up the premium, and this characteristic has special attention in days when the federal income tax is sure to be increased. The new "normal" tax is pretty certain to be four per cent on amounts over \$4,000. Consequently, to a person who is subject only to this tax the new bonds paying their 3½ per cent free of all taxes will be equivalent at least to 3.65. Persons with large incomes will find these bonds even more valuable; for if the "additional taxes" adopted in May by the House of Representatives should prevail 3½ per cent free of tax would be equivalent to 5.02 per cent from ordinary investments to persons with more than \$100,000 of annual income, 7.82 per cent to persons with more than \$500,000, and over 9 per cent for those with income upwards of \$2,000,000. Very clearly, persons with large incomes will create quite as much demand for these bonds as national banks used to cause when they sought bonds against which they could issue their circulating notes.

The fiscal adjustments accompanying the new loan will probably occur so unobtrusively that no one will be the wiser. The certificates of indebtedness already issued by the Treasury will help very decidedly in making the transition. The Federal Reserve Board has urged that the banks accumulate these certificates in advance of the dates when the installments in payment of the loan fall due, presenting the certificates, of course, instead of other funds.

The fact is there are already \$718,205,000 in these certificates outstanding—a sum which is to be increased to \$918,205,000 on June 6. For the most part, the certificates represent the extent in which the government has already utilized the proceeds of the new loan; as to this sum, the sale of bonds will be a refunding operation coupled with a distinct effort to transfer the loan from the banks to the banks' customers. At present the larger issues of certificates, their interest rate, and their maturities are:

\$250,000,000 issued	April 25	2 %	June 30
200,000,000 "	May 10	3 %	July 17
200,000,000 "	May 25	3½ %	July 30

The issue of \$200,000,000 on June 6 will likewise pay 3¼ per cent and be due on July 30.

Since 30 per cent of the subscriptions to bonds are to be paid on August 15, and another 3 per cent—the final installment—on August 30, it seems likely that at least \$200,000,000 more of certificates will be issued in anticipation of the results of the loan, thus raising the certificates used to anticipate the loan well over a million dollars.

Arrangements to prevent the loan from having any effect upon the money market involve not only use of these certificates by the banks in making their payments but redeposit of the results of the loan in the



communities from which the funds come, to remain there until actually needed. The Federal Reserve Board has gone even further, authorizing banks in the membership of the Reserve System to perform special discounting operations for nonmember institutions, such as state banks and savings banks, between June 15 and July 15.

Payment of subscriptions by installments is another device to keep the normal trend of affairs unaffected by government financing. With us payments are to extend over two and a half months. Three months has become almost a standard period in England, and England makes the successive installments smaller and more frequent than we have provided in our plan.

Wide distribution of subscriptions among the population likewise minimizes the results of great loans. What we shall do in numbers of subscriptions by way of improving upon the figure we set in 1898 remains to be seen. Whatever the number we attain by June 15 we are sure to do better next time. England received around 200,000 subscriptions for the loan for which it asked subscriptions in November, 1914, but for the loan in which subscriptions closed on February 16, 1917, it had something like

8,000,000. Germany, issuing its first loan in September, 1914—for a little more than one billion dollars and with banks taking over half—received 1,177,000 subscriptions. In its fourth loan—of March, 1916—it seems to have reached its greatest number of subscriptions, 5,279,000; for the figures of the sixth loan, of last September, are only 3,809,000. To reach these figures Germany counts subscriptions for as little as twenty-five cents, whereas we begin with \$50—having even no “slices” smaller than \$10. Popular participation is greatly declining in Germany. In the sixth German loan the number of small subscribers—i. e., those taking less than \$25,000—decreased by 28 per cent over the figures for the fifth loan, and the aggregate of their subscriptions fell by 20 per cent. Under these circumstances the number of large subscribers, and the preponderance of their subscriptions, had to increase.

The future of this new loan is secure. It will be floated with a minimum of disturbance for other transactions. With some slight attention to business we shall in short order have our subscriptions to the loan paid out of current earnings and current savings from waste, and be looking around for the next chance to send our dollars to war.

WHAT OF DAYLIGHT SAVING?

Twelve Countries Rise From Their Seats to Testify to Its Success—and to Wonder Why It Needed a War to Bring About Such an Obvious Blessing

By A. LINCOLN FILENE

WITH the United States seeking to avoid the pitfalls of experimenting by taking advantage of the war-time experiments of our allies, it is not likely that we shall overlook an industrial innovation which has netted a large measure of success. Ten years ago the man who wished to turn the clock ahead would have been dubbed a faddist. Yet in two years the system is in effect in twelve countries—Great Britain, France, Germany, Austria, Italy, Holland, Denmark, Norway, Sweden and Portugal, Australia and Ireland.

In each case the plan was adopted as a war measure to help reduce the consumption of artificial light and offer increased opportunity to all classes of the community for wholesome, outdoor recreation. The London *Daily Telegraph* says that “there is no doubt that the daylight saving Act meets with the general approval of the business community. Indeed, it is largely owing to the foresight and wisdom of chambers of commerce and individual business men that the government and the public have been brought to realize the advantages of this measure.”

According to the London *Times*, inquiries in the leading centers of industry indicate that the operation of the Summer-Time Act is among other results having the effect of increasing the output in shipyards and engineering works. On the northeast coast some of the yards have been able to arrange additional periods of daylight overtime, and in other establishments there has been an increase in output, owing to the fact that there are, in the aggregate, a large number of extra hours when the work can be carried on without the aid of artificial light and a lessened sense of fatigue.

Additional evidence of the benefit of the act from the industrial standpoint comes from the railways. It has been stated in the official publication of the railway men in England that the alteration of the clock has been followed by an improvement in the working of long distance night goods trains. It has been found that the extra hour of daylight has enabled the trains to be made up and loaded in less time.

As a step in national economy it has proved a great saving in lighting and heating. The special committee appointed by the Parliament of Great Britain to study the results of the system reported that an average reduction of 20 per cent for lighting purposes was given by the power companies; 31 private companies estimated a reduction of 23 per cent; and 64 municipal plants reported a reduction of 18.3 per cent; the percentage in individual cases ranged from 1 to 55. The general average saving in consumption of gas in Great Britain was 9 per cent. Edinburgh reported a saving of 8 per cent, or \$30,000. Nottingham placed its saving at 10 per cent to 15 per cent, and Belfast at 5.25 per cent.

The importance of this economy was immediately recognized by the British Committee for the Disposal of Coal which was particularly active in having the measure adopted. The Secretary of the Regulation of Petroleum Supplies estimated that the total annual consumption was decreased by about 11,500 tons—representing two journeys by an oil tanker covering approximately four months.

IN France, an inquiry into the effect of Daylight Saving, on the consumption of gas revealed the fact that an economy was being effected in coal or gas-light of 18,000 tons per month, or more than 200,000 for the entire year. The savings for electricity placed at 100,000 tons, thus gives a total saving of \$6,000,000 for gas and electricity.

At the Calais docks it was estimated that the plan resulted in an increase in unloading capacity of 250 tons each day of summer time. The plan made it possible at Marseilles to deal with an extra quantity of goods placed at between 12,000 31,000 tons from July to September.

The United States consul in Fiume, Hungary, says that the idea, originated in an article by Benjamin Franklin when minister at Paris, and for many years advocated without success, met with immediate favor in Austria. Observation of its operation in less than ten days convinced the most skeptical of its practicability and usefulness. Within the week the people had not only adapted

themselves to it but had apparently forgotten its existence and ceased to speak of it, except in commendation or to wonder why it had been so long delayed. According to United States Consul General Halstead the results of the experiment, which began April 30 and finished September 30, proved most beneficial to the health of the Viennese, due to the extra sunlight in working hours, and also did much to save expense for lighting. It is calculated that in Vienna alone the people consumed 158,000,000 cubic feet of gas less and saved \$142,000. The city of Vienna required 14,000,000 cubic feet of gas less for street lighting.

From Berlin comes the report that the municipal gas works experienced a decrease during May and June, 1916, to 508,500 cubic meters notwithstanding the fact that 18,000 new gas meters were put up during the first six months of 1916 and the records from January to April showed an increase of 2.4 million cubic meters output of gas as compared with 1915.

THE possible effectiveness of the plan in conserving our coal supply alone would make the plan worth while in the United States, since more urgent demands in that direction will be made upon us now that we are lined up with the allies. If this were not enough, the results obtained in shipping and transportation provide additional reasons.

The shipbuilding industry depends largely upon daylight for its operation. Overtime will soon become necessary in order to complete enough ships to meet the depredations of German submarines. With the day-

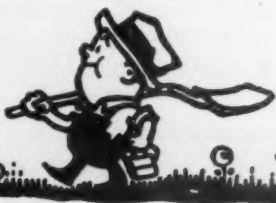
light saving plan in effect the necessity for the use of artificial light will be minimized, the number of accidents reduced and production increased.

Every hour of daylight should be made available for cultivating the million food gardens planned for cities, towns and villages. It is estimated that the product of these gardens will supply food valued at \$250,000,000. An extra hour of daylight devoted to the work would give it wonderful impetus.

Not the least of the results to be considered is the effect on the health and comfort of the individual worker, especially now that our factories are going to be run to capacity. The major part of work in the factories would be performed in the cool hours of the morning. When work is over there will be available an extra hour of daylight for outdoor recreation or other social activity. Eye strain due to work under artificial light will be reduced. All of these things will mean higher efficiency through general improvement in the health of the worker and reduction of the nervous strain for which war time activity is responsible.

Setting the clock ahead means a more effective use of the working day, it means increased economies and real conservation of the nation's resources human and material. The time for us to act is now. This country should follow the example of the European countries and see that Congress passes the Calder Bill, (S. 1854) and either of the bills

introduced
in the House
(Carlin Bill
H. R. 4644;
Borland Bill
H. R. 2609.)



WE ARE AT WAR

The Government and the National Chamber of Commerce Exert Every Energy to Make the People Realize This Fact and to Unify All Effort for Victory

By ANSELM CHOMEL

THE United States will be the decisive factor in the war. The best judges are of the opinion that the submarine will not end the war, that the food shortage will not end the war, that the colossal conflict on the western front may not end the war. With France having reached her maximum of men, with England rapidly approaching her maximum, and with Germany perhaps some distance to go, it stands to reason that this country must prepare quickly to supply not only food, ships, and munitions and materials of war, but trained effectives in huge numbers, probably in millions.

We must move to-day as if sure that we are to face Germany alone tomorrow—as, in fact, we may be forced to do. There are life-and-death reasons why the United States should speed preparations. Consider the possibilities of war's being carried to our own shores. Russia may collapse, the British fleet may be overcome, the food situation may bring our allies to their knees, great reversals may be met on the western front, the submarine menace may not be checked.

The main obstruction to speed is the failure of the people to appreciate the fact that we are at war.

Seven urgent matters must be made clear to them if we are to get that unified action which is necessary to hasten our war activity:

That the banks cannot take care of the bonds. They must be bought by individuals.

That conscription does not carry with it anything of disgrace. It is as patriotic and much more effective than the medieval system of volunteering.

That labor must be readjusted on a large scale. It must be made more productive, and its varied problems carefully considered.

That food administration will necessarily be repressive, but is in the interest of all.

That there is a false and a proper national economy. That business in war time cannot be carried on "as usual."

That the intelligent cooperation of women in both direct and indirect branches of war effort is absolutely essential.

That there should be a centralized control for the systematic support of the families of those who go to war. This should be through the intelligent cooperation of the government, local organizations and employers.

The vital necessity of driving into the consciousness of the people the conviction that war exists, in order that every citizen may be aroused to do his part, has led the Executive Committee of the Chamber of Commerce of the United States to action looking to a nation-wide campaign of publicity.

The country should be authoritatively informed, by a government agency, of the truth of the situation. It should be made clear beyond the possibility of misunderstanding what the individual citizen must do in cooperation with the government.

The emergency is so immediate that the Executive Committee, without attempting to speak for the National Chamber as a whole, endorsed the proposal to be submitted to the President of the United States by a representative and non-political body that a definite branch of government be created. The object is to conduct a campaign of education concerning the war and the operations of the government, so that people will understand in advance the necessity for the various actions taken by the government.

Copies of resolutions setting forth the desirability of such a campaign were mailed on May 24 by the National Chamber to all members, organization and individual, with a request for an expression of opinion. The responses show that at least that portion of the people which is affiliated with organized business is alive to the danger. Telegrams by the hundreds have already been received, and every day adds to the accumulation of evidence that the need of war consciousness is clearly recognized. In some cases, men frankly admit that they are in want of enlightenment. The flood of replies has been a practically unanimous and whole-hearted approval of the committee's suggestion.

This "war information" incident is an index to the attitude of the National Chamber and to its present activities. Important as is the movement for an educational campaign, that is only one phase of the work which the Chamber is doing. Its Executive Committee has become a war council. As such, it has been in almost continuous session in Washington.

The function of the Chamber, in the main, is to correlate and express to the government the opinions of the business men of the country on important national questions, and to provide means for cooperation between government and business on matters affecting the prosperity and progress of the nation. In its war-time activities, then, it is true to character. It is guarding the line of communication between business and government, and furnishing the medium through which the commercial world works with public officials.

THE National Chamber numbers more than 900 local organizations in its membership. The Executive Committee has communicated with them in regard to the formation of committees and the creation of agencies which will enable them to effectively assist the war program.

No power in the nation can give greater aid in winning the war than organized business, if there is unity of action, quickly applied. The committee believes, therefore, that the full value of the machinery which has been set up will be demonstrated conclusively by its ability to move swiftly when occasion demands.

On the declaration of war, the Chamber placed at the disposal of the government and the Council of National Defense all the facilities of its organization. What those facilities are may be gathered from the fact that the Chamber's organization members represent approximately 400,000 concerns actively engaged in commerce and industry. They include substantially every line of business in all parts of the United States and its possessions.

The National Chamber, through this constituency, is able to gather promptly and supply to the Council of National Defense, or government authority, any sort of information. It is able to enlist the services of business men who as leaders in these various bodies have proved their efficiency and ability. The Chamber gathers and presents the consensus of business opinion upon matters of business or governmental policy.

The federation of commercial bodies in the National Chamber enables it to represent comprehensively the industrial resources of the country, and to quickly inform the business public of the requirements of the government occasioned by war.

The government's shipbuilding program goes to the heart of our war problem. We must have ships so that the supplies so badly needed by our allies may be got to them with the least possible delay, and the efforts of German submarines to starve the Entente nations may be brought to naught. No greater service, then, can be rendered at the moment than to bring home to the people of the country the urgent importance of the government's program, and to secure the united driving force of every available agency. That is the work laid out for the War Shipping Committee of the National Chamber, of which Edward A. Filene, of Boston, is chairman. The membership will be chosen from the

10 steamboat inspection districts. The committee will arouse local interest in shipbuilding, especially by helping to get the required labor and machinery. In addition to this general committee, the creation of sectional committees in districts to be fixed has been suggested, in order to deal with such matters as labor, housing and transportation.

The National Chamber has shown a genuine interest in the Liberty Loan by subscribing out of its own funds to bonds to the amount of \$25,000, and by arranging for its employees to purchase bonds on deferred payments. Further than that, it has, at the request of the Treasury Department, brought to the attention of its members the service which employers can render in connection with the loan.

Employers are in a position of leadership. This they may now turn to account by making it easy for their employees to participate in financing the war by acquiring bonds of the Liberty Loan through investment of their current savings by installments. Unless employers generally undertake this national service, large numbers of employees will not have a direct share in the responsibilities of the war.

The plan is to secure employees' pledges in writing, setting apart a definite sum—say 10 per cent—at each pay day to apply toward the purchase of bonds. The employer will then subscribe for bonds sufficient to provide all employees with the amounts they have indicated they will purchase. If it is not desirable to invest company capital, arrangements can be made with local banks to carry the bonds while the payments are being made.

Each organization in the National Chamber can place before its members this means of service, with its far-reaching consequences for the whole community, and each individual member can immediately arrange to place the plan in operation. Member organizations should cooperate with all other organizations in their communities. They can especially undertake to see that a uniform contract is prepared in accordance with local laws.

Government employers and men of military age are alike interested in working out (Continued on page 47.)

CHAMBERS of Commerce in England may have a place in governmental affairs somewhat after the fashion of such organizations in France.

At any rate, the Board of Trade has asked the Association of Chambers of Commerce of the United Kingdom to form plans to have the local chambers "possess an organization which is a guarantee of efficiency and discretion in the conduct of their business." Such organizations the Board of Trade will recognize—possibly as channels for collection and distribution of confidential information.

TRADE SCOUTS

All Over the World You Will Find Them, Digging Up Markets that are to Keep Our Factories Humming Against the Dawn of Peace

By LAIRD STERLING

THE twelve brave and crafty agents sent by Moses into Canaan have been called spies. They were also, as a matter of fact, trade scouts. Their reports back to the Israelites were mostly oral but they visualized their discoveries by means of fruits, notably a bunch of grapes that reached from a staff borne on the shoulders of two men to the ground. Some grapes, it might be slangily remarked.

Trade has been scouting ever since. Many times the scouts have brought on wars between nations fighting with spears, battle-axes and guns. And Teutonic historians, dealing with the year 1914, may even write that trade scouts were blamable in part for the first war carried on with flying machines and submarines.

Scouting in far-away countries has become one of the peaceful pursuits of the government of the United States. Calebs and Joshuas, Shammuas and Shaphats, are busy in all parts of the earth. They are bringing seed wheat from Russia and cotton seed from Egypt. They are studying precious and guarded processes whenever and wherever they can get through the gates.

At this moment modern prototypes of Israel's agents, bearing credentials from Washington, are searching South America, from Venezuela to Patagonia. The business eye of this country is now hopefully looking to and beyond the Amazon and the Rio de la Plata.

A NEW-trade era has arrived. The home market in time of peace is not enough. Increased output fills the shelves and the goods must be moved. Production in some lines, when demand is not stimulated by war, has passed consumption. Many things are for sale—even coal and lumber. Although the conservationists declare that future generations of Americans will want for both, the man on the spot with a mine or a forest is not worrying about his great-grandchildren.

There was a time when the home market strained the mills and factories of the United States. Before that, back in colonial days, George Washington traded tobacco for English cloth, furniture and farm implements. Even the clergymen of Virginia were paid for preaching and pastoralizing in that narcotical plant, which they exchanged for Bibles and surplices made abroad.

The day came, however, when the daily domestic market could be fully supplied at home. Likewise the day came, and is here now, when the American market was the richest and best, the most eagerly devouring, of any in the world. No market, since Adam made food and clothing necessary, has ever equalled it in the profit gained or in the quality and the quantity demanded.

Americans got in the habit of doing things among themselves. They smiled at Africa and the maneuvers of nations over its partition. South America, a mixture of Portuguese and Spanish, was poor and was hung by its neck on the line of the equator. China had been slumber-

ing for centuries. The natural home market for the enormous output of our factories is larger than it ever was. Besides it is growing. One hundred million men, women and children, the most luxurious, as a mass, the sun ever shone upon, live between the two oceans. They eat

better food, wear better clothing and live in better houses than any people the world has known before.

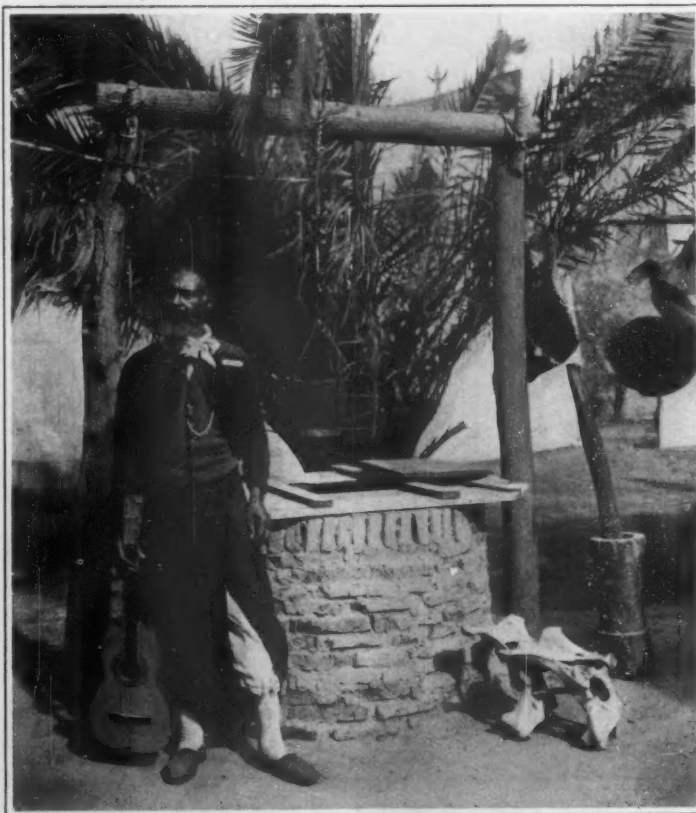
Take the item of bread—white bread, not black bread, sour and sodden—as an illustration. Every inhabitant of the United States eats five bushels of wheat a year. The consumption, therefore, is 1,370,000 bushels a day, including Sunday.

In other words, the bread eaten in twenty-four hours by the American people requires the wheat grown in a field containing 91,333 acres. The area of such a field would be 142 square miles, which is considerably more than the area of the District of Columbia. Every foot of Rhode Island, planted in wheat would keep the United States supplied with bread for about eight days.

The American people are supporting 350,000 grocery stores.

Meat and wheat, when the world is normal, still go to other lands. Experts in Washington, how-

ever, believe that food exports will sooner or later entirely cease. Exports of manufactured products, of machinery, cotton goods, iron and steel, they are sure, will increase. Indeed, they must increase if all the factories, mills and furnaces are to be operated up to their capacity and wage-earners kept at work. So scouts are traveling and hunt-



The South American Gaucho, or herder, is fast disappearing. Barbed wire fences and the growing popularity of enclosed pastures threaten the extinction of his wild profession. Like our own picturesque plainsmen, the fame of his roving life may soon rest with the breathless movie and the lurid novel. The Gaucho is Indian with a dash of Spanish blood to give him a love of the languid guitar. Observe the chair which he has fashioned from the bones of cattle.

ing all over the globe for new markets and opportunities to expand American trade.

These scouts are directed in their labors by the bureau of Foreign and Domestic Commerce. A group of them are now in South America where they are learning from whom and how the countries in that part of the world are buying their agricultural machinery, their paper and printers' supplies, their electrical materials, their boots and shoes, their cotton goods, their jewelry and silverware, their railway equipment and their furniture, traction engines and automobiles. The information so obtained will be ready for use when the world-wide war is at an end.

South America for centuries has been doing business with Europe. Both sentiment and ships drew it northeast across the Atlantic, instead of north by west to the United States. Fashion, too, and language, not to mention terms of credit, were influential in the case. Besides, the United States was wholly occupied with its own affairs, while Europe, oversupplying its own markets, was energetically drumming all the corners of the earth for new trade.

YOUTH followed the banners of business westward and young Scotsmen and Englishmen built up great herds of sheep and cattle in Argentina and sent beef, mutton and wool to British markets and bought machinery, tools, carriages, furniture and clothing. English money also went into railroads and banks.

Frenchmen, Italians and Germans became South American merchants. In the meantime the United States was making heavy purchases of coffee and rubber in Brazil and of hides and skins in Argentina but was neglecting South America in some other respects. The home market satisfied the American manufacturer. Furthermore, Europe was underselling him in Latin America.

Then came the war. German shipping was

locked up in harbors all over the world. Transportation between Great Britain, France and South America was seriously interrupted. The United States, initiated into the profits and pleasant adventures of international trade through its ammunition contracts and having the chance of selling abroad at its own prices, lifted its eyes from a happy view of itself and a great and vigorous ambition filled its new perception.

BELOW is one of Argentina's anachronisms—oxen pulling the latest models of American binders. The patient and leisurely motive power of the ancients, driven with long goads and much profanity, is in wide use throughout South America. In 1915 Argentina produced 178,221,000 bushels of wheat, which competed with our own billion-bushel crop in the world markets. But the size of the fields and the unchallenged superiority of our farm machinery forced them to reap their harvests with binders from Chicago.

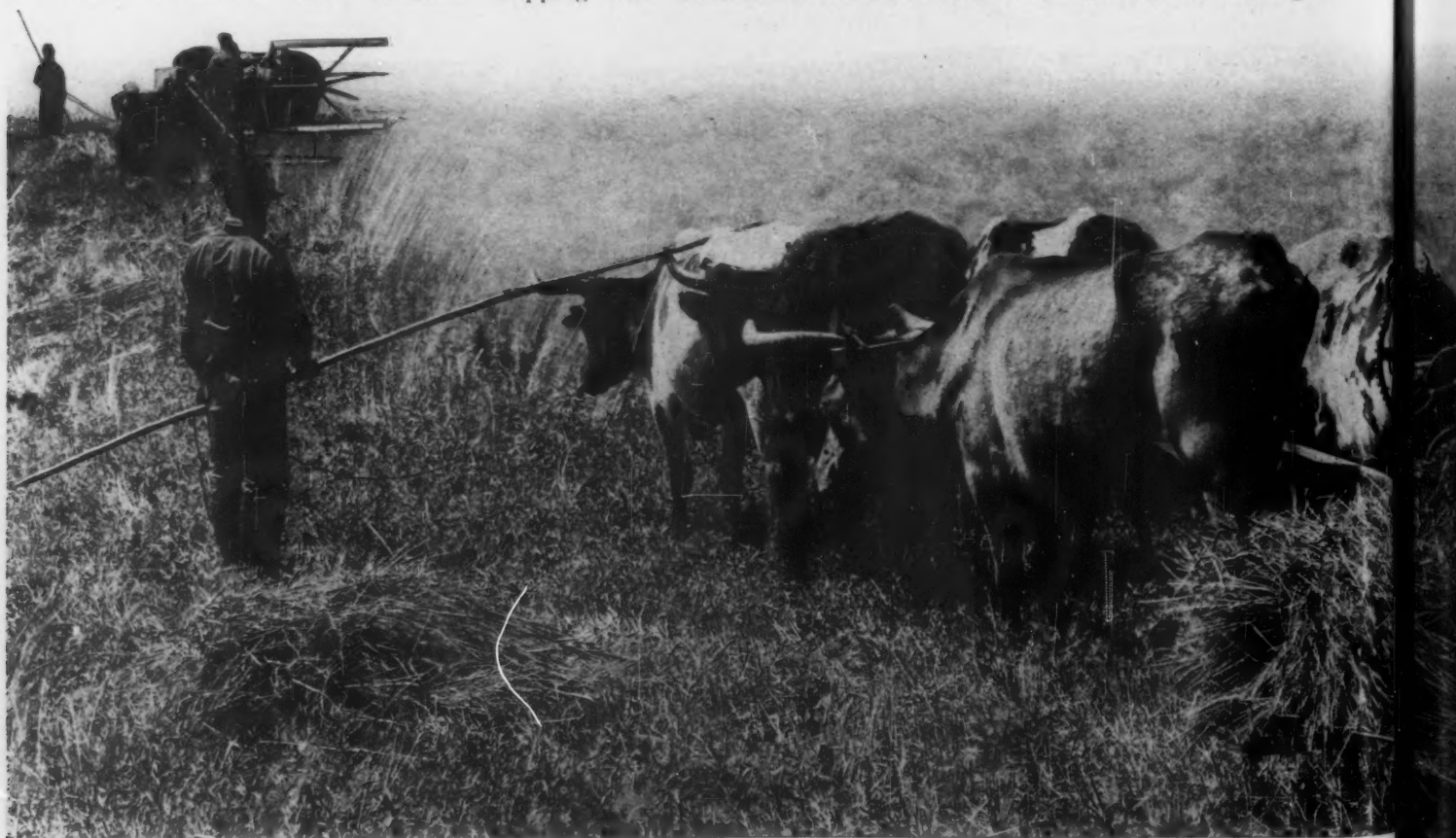
THE United States is now an all-in-all world trader. More of its staple foods will be eaten at home in normal times hereafter. More of its manufactures will be sent away by water. It is a workshop as well as a farm and a banker as well as a borrower. And no region within its present vision looms so large as South America.

Business men must remember, however, in their new-born aspirations, that South America, though discovered by Christopher Columbus in

1498, is only developed around its edges. Dr. E. E. Pratt, chief of the bureau of foreign and domestic commerce points out that the population of the ten states was supposed to be 56,540,000. The figures in themselves sound large, as compared with France, the population of which is 39,600,000, or with Germany, whose inhabitants number 65,000,000.

But the figures shrink before the fact that of the 56,540,000 only 8,800,000 live in towns and cities. The eight million and odd thousand constitute what Dr. Pratt terms the "purchasing population." The other 48,000,000, though he did not say so, are, for most part, Indians, negroes and mixtures of both races. They are the peons, the day-laborers and herders who dwell in huts on the plains and among the mountains and who wear the cheapest of clothing and eat the coarsest kinds of food.

Porfirio Diaz, the really great soldier and statesman, once told me that until his poverty-stricken countrymen ceased to live in one-room hovels without floors and began



to eat something better than the meatless backbones of goats, modern civilization, as interpreted north of the Rio Grande, would halt at the borders of his nation.

Wages, he said, dimensioned the prosperity of a country. They meant carpets or the bare earth, shoes or sandals held to the foot by a thong between the toes, ox-like and hopeless toil or an inspiring and confident outlook upon each new sun as it came up in the morning. His description and diagnosis of Mexico fits Latin America as a whole.

Its limitations understood, South America offers a golden harvest ready for the sickle to the manufacturers of the United States and the workers they employ. First of all comes the States of Brazil, whose area is almost as great as the area of the United States. Scattered over its length of 2,630 miles and its breadth of 2,540 miles are 24,000,000 inhabitants, less than half of whom are loosely classed as whites.

THE wealth of Brazil is principally in its coffee and rubber. This country is its best customer. The purchases of the United States for the year 1915 totaled \$120,000,000, of which \$65,317,000 was for coffee, \$19,230,000 for rubber, \$7,470,000 for hides, \$4,800,000 for cacao (chocolate) and \$3,525,000 for the skins of sheep, goats and so on. In 1916, imports were increased to \$132,000,000.

In its reciprocal trade relations, the United States sold Brazil in 1916 wheat flour, coal, rosin, gasoline, kerosene, lubricating oils, cement, cotton goods, clocks, chemicals, medicines, railway cars, carriages, automobiles, electrical machinery, bottles, glass, scientific instruments, bicycles, cutlery, iron, steel, boots and shoes, sewing machines, leather, typewriters, pianos, lard, hams and bacon, paper, lumber, furniture, hardware, paints, soap, wire, pumps, salt, tobacco and so forth.

The imports of Brazil amounted to \$145,750,000 and of this sum only \$47,679,000 was spent in the United States, while \$31,886,000 was spent in Great Britain, though that nation was fighting a war at the time. Germany formerly sold Brazil each year about \$45,000,000 worth of goods. In 1915, its business with that country was reduced

to a single item,—a consignment of tobacco with a recorded value of \$99.

Forty-two per cent, roughly, of Brazil's exports found a market in the United States; only 31 per cent of its imports was bought in the United States and more than half consisted of wheat flour—to the value of \$9,640,000; coal—to the value of \$6,773,000; kerosene—to the value of \$4,222,000; cement—to the value of \$1,180,000; gasoline—to the value of \$1,143,000; rosin—to the value of \$1,122,000 and lubricating oils—to the value of \$1,065,000.

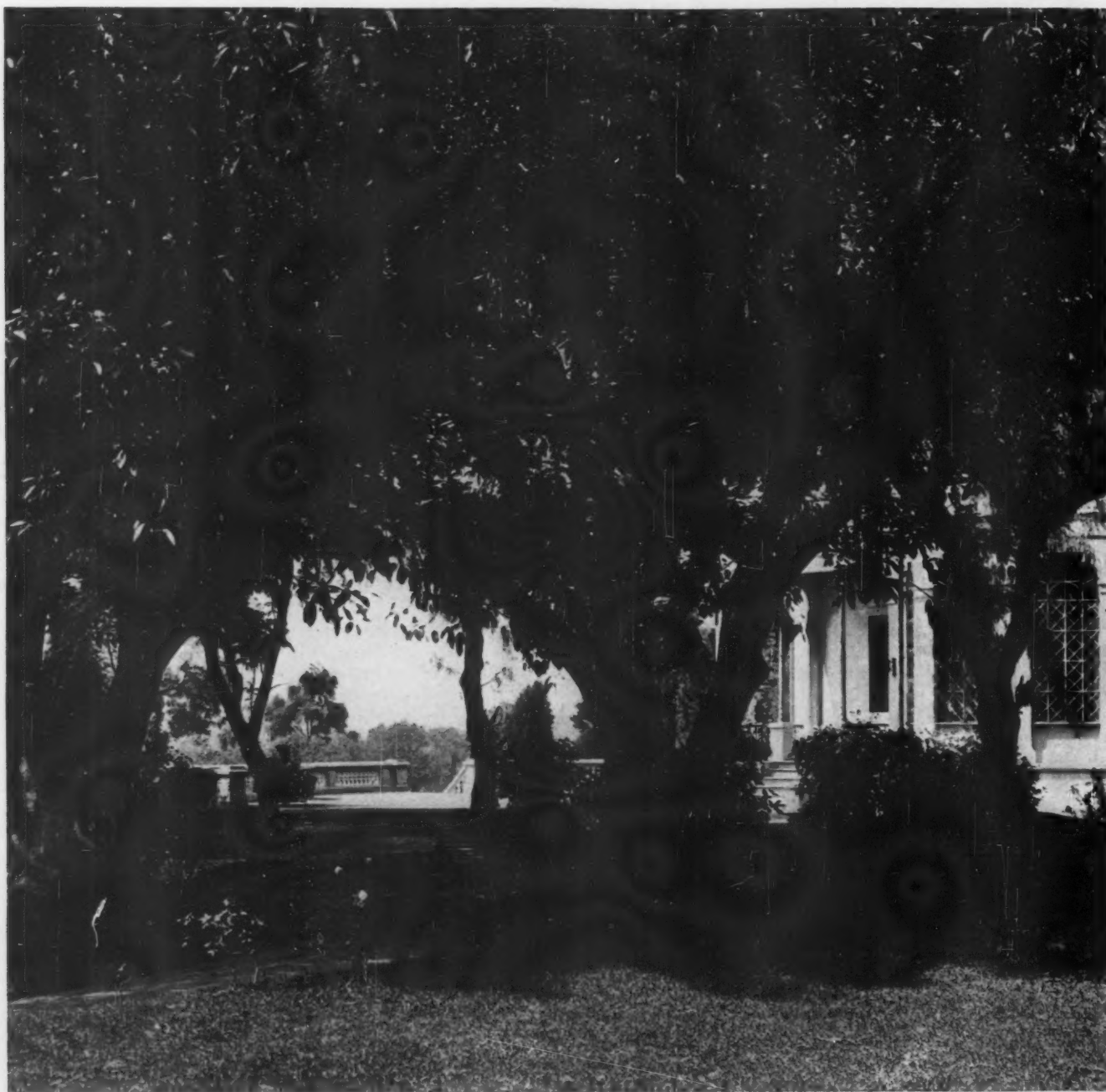
Nearly \$100,000,000 of Brazil's yearly purchases abroad is spent in other countries than the United States. Such is the prize that is now giving energy to Secretary Redfield's Department of Commerce, and to Dr. Pratt and his trade scouts, particularly.

"The United States," writes Alfred L. M. Gottschalk, the American consul general, from Rio de Janeiro, "has always been Brazil's chief customer but its trade balance with Brazil has been unfavorable, for, while Brazil sells the bulk of its coffee and rubber to the United States, it usually looks to Europe for its manufactured products." Nevertheless, he adds, "the United States had been steadily gaining ground for some time before the European war." England's vast trade had been dwindling under the fierce competition of Germany.

IT was these symptoms, perhaps, that led the National City Bank of New York to establish a branch in Rio de Janeiro and to join in that magnificent city the thirty-three other American firms and corporations that are located there. Government officers in Washington feel that if the prices, courtesies and credits of this country are as favorable as those offered by Europe, the trade of Brazil will rapidly grow and become richer and richer as the natural resources of the republic are developed, though its "purchasing population" at present is no more than 3,000,000.

Next in rank of inhabitants is Argentina, with 8,700,000 people, of whom 2,560,000 are the so-called buyers of commodities. The language of Brazil is Portuguese; of Argentina, it is





We publish this portrait of a country lawn at Rio de Janeiro for the benefit of such among our fellow countrymen as have the idee that South America is a savage fastness given over wholly to boa constrictors, long-necked llamas, dubious rivers and man-eating fish. Paris has forgotten the exploits of our own vaunted spenders in the lavish disregard for money shown by Brazilians who have made sudden fortunes in wheat, wool, mines and cattle. Rio is the capital of Brazil. Stretching for 15 miles along a magnificent bay and backed by lordly mountains, the port forms one of the queenly cities of the earth. In 1560 the Portuguese drove out the French who had first settled there five years before. Rio's population was 1,100,000 in 1915.

Spanish. During 1916, Argentina made sales in the United States amounting to \$116,000,000 and purchases of about \$77,000,000.

Articles sent from this country included lumber, principally white and yellow pine and Douglas fir, to the value of several millions of dollars; hardware, farm machinery, automobiles, furniture, cotton goods, leather, rosin, twine, boots and shoes, electrical supplies, coal, flour, kerosene, iron, steel, wire, apples (to large cities) and aluminum ware.

Argentina sold to this country hides, skins, wool, linseed, bones, bristles and tanning materials. Wheat, cattle, sheep and wool are its main products. Its wheat and meats are sold in England and it has close trade relations with the merchants of Liverpool and London. It competes with the United States as a seller of wheat and meat in European markets.

Four years ago, a sixth of the population was centered in Buenos Aires, the largest city of South America. Of the 28,000 trading firms doing business there, 10,875 were

Italian, 6,318 Spanish, 756 German and 747 English. Every fifth inhabitant was an Italian and every eighth a Spaniard.

The United States is also Colombia's best customer, taking from one-half to three-fourths of its exports of coffee and hides but selling it only from one-fourth to one-third of its imports, which from this country are mostly wheat, flour and kerosene. American manufacturers have made little effort to get the trade of Colombia, which is in the hands of Englishmen, Germans, Austro-Hungarians, Italians and French. The population of the country is 5,473,000; only a tenth of it, however, belongs to what Dr. Pratt terms the buying class.

A city smaller than Baltimore, getting down to an understandable comparison, is spread over a region about as large in area as New York, Pennsylvania, Ohio, Michigan, Illinois, Indiana, Missouri, Tennessee and Louisiana.

Trade with Colombia, however, since 1914, has grown considerably, the imports in that year having been \$17,-

548,000, as against \$25,645,000 on 1916. In the meantime exports expanded from \$5,784,000 to \$14,287,000.

There are only 150,000 pure whites out of a population of 1,500,000 in Ecuador, which country about equals in square miles both Colorado and Maryland. Purchases were made there by the United States of cacao, coffee, Panama hats and rubber to the value of \$7,976,000 in 1916. Sales from this country amounted to \$5,000,000.

From Chile, a shoestring of a nation, being 2,600 miles long and from 90 to 130 miles wide and having less than a million of purchasing population, comes the nitrate from which the United States manufactures its explosives. Business between Chile and this country has been greatly stimulated by the European war. Purchases in Chile by the United States totaled \$24,238,000 in 1914 and \$82,124,000 in 1916. American exports increased from \$13,628,000 in the former year to \$33,383,000 in the latter.

Great Britain is Peru's first customer; the United States is second. Peruvians sell to this country coffee, cacao, tobacco, etc., to the yearly value of \$31,000,000 and buy \$14,000,000 worth of steel, textiles, leather, furniture, paints, medicines and machinery. Venezuela does more business with the United States than with any other country. It purchased agricultural machinery, cotton goods, medicines, iron, steel, wire, butter, flour, lard and kerosene to the value of \$11,336,000 last year and sold coffee, hides and rubber to the United States to the value of \$13,711,000.

Bolivia has but 214,000 "purchasing population," Paraguay 201,000 and Uruguay 442,000 but their yearly imports received from this country amount to almost \$14,000,000. Wool and ostrich feathers are two of the

items coming here from the latter country. War, of course, has given the exchange of products between this country and South America an unnatural energy. Sales to South America, including the Falkland Islands and British, French and Dutch Guiana, expanded from a total of \$91,000,000 in 1914 to \$220,288,000, in 1916. Imports, during the same period, grew from \$229,520,000 to \$427,610,000.

Formerly the trade of the United States with South America was hindered by a lack of ships. The trouble thus caused is being overcome. Secretary Redfield of the Department of Commerce says that the clearances of American vessels for the ports of South America increased from 192,000 tons in 1914 to 945,000 tons in 1916. Goods destined for Brazil and Rio de Janeiro used to go by way Europe. They are now shipped directly to those ports.

The latest figures show that the investments of American business men in Latin America, exclusive of Mexico, but including Cuba and Central America, now amount to \$1,047,200,000. The bank capital alone totals \$20,000,000. The asphalt industry represents \$17,500,000 of United States capital, the fruit industry, \$82,000,000 and the copper industry several hundred million.

About \$33,000,000 of American money has been put into the railroads of Bolivia, Argentina, Chile, Brazil, Ecuador, Uruguay and Peru. Armour and Company has spent \$3,500,000 in the Argentine, and Wilson and Company, also packers of meat, \$3,000,000 in Argentina and Brazil.

All of this money will be protected by the men who have invested it, which means that the United States has entered South America determined to remain for all time to come.

Luring the People to Their Playgrounds

What the Government Is Doing to Introduce the Glories of
the National Park System to Its Owners

By MARY E. LAZENBY

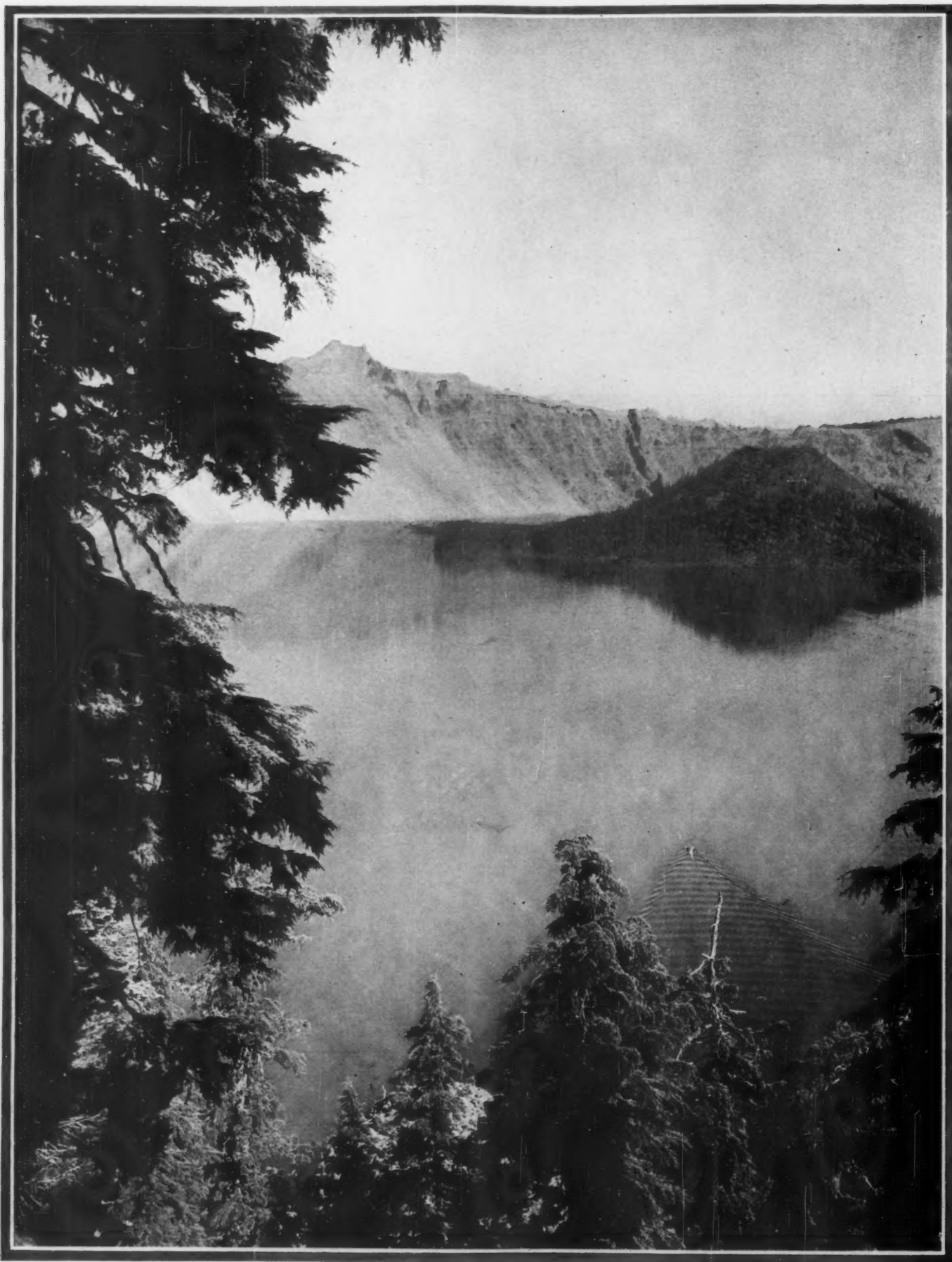
AS he goes about the business of advertising his scenery, the lips of Uncle Sam seem to close over the words of one of David Grayson's characters: "Business is business—I say it ain't when it's all business." The United States has a great deal of very distinguished scenery, not found elsewhere. Some foreigners have said that it is the one thing Americans don't boast of enough. If so, it is a fault time will remedy; is remedying, in fact.

Not only has the Government put a good portion of this remarkable scenery on the map and uttered such shalt nots as it could command to the despoiler. It has planted a desk in the Department of the Interior, and established a voice there to make plain the way for people who want to go out and play in its parks. Private benevolence, it is true, helps to finance the voice; but that is a detail, and worthy of mention only as an example.

The National Park Service was established last August by Congress, on the recommendation of Secretary Lane. Hitherto each park had been somewhat a law unto itself. Now, while each has its local superintendent on the ground, all are administered, under the superintendence of Mr. R. B. Marshall, from the central bureau in Washington. This necessitates a supervision from Maine to Hawaii, and from Alaska to Arizona, covering nearly three dozen national parks and monuments. California has four of them; Colorado two; Arizona two; Arkansas, Oklahoma, Maine, Wyoming, Montana, Washington, Oregon, North and South Dakota, New Mexico, Utah, Hawaii, and Alaska, one each; with Mount McKinley in prospect for another Congress to pass upon.

In these national parks the traveler finds himself with Nature in her extraordinary phases. No park exists merely because it is beautiful, though always it is that. They exist because of thermal and bromide springs of proved medicinal qualities; because of unparalleled clusters of geysers and canyons of unrivalled tints; of wild animals, fish, and birds, which may be safe to roam there always; of rare wild gardens of flowers and giant trees in no danger of extermination; cascades and falls which will never be tamed to grind flour; famed lakes and mountain peaks and active volcanoes and glaciers; caverns with miles of underground passages; and relics of peoples to whose vitality ages ago the cost of living proved prohibitive.

The labors of the National Park Service for 1916, as related in the annual report of the Department of the Interior, deals among other accomplishments, with the establishment of the Hawaii National Park and the Lassen National Park in California, by which the Government captured several live volcanoes; Capulin Mountain in New Mexico and Mt. Desert Island in Maine officially became national monuments; there were surveys of privately owned lands containing sequoia trees and arrangements for their purchase by the Government; a hydroelectric plant was constructed in Yellowstone Park to light main roads and foot trails, and furnish power for camps and hotels; automobile guide maps for Yosemite and Yellowstone Parks were issued, with promises of others another season; long-term contracts for building new hotels and camps in Yosemite and Mount Rainier National Parks were signed; a free clinic was established



A volcano 15,000 feet high—"one of the noble band of fire mountains which, like beacons, once blazed along the Pacific Coast"—toppled into itself and formed the vast cavity which has become world famous as Crater Lake, Oregon. Its two thousand feet of cold spring water make it the deepest and bluest of all lakes. Its thousand-foot lava cliffs form a setting of golden pearls, greens and silvers that grow more mysterious with every change of light. Because of its unique character and extraordinary beauty, it was made a national park in 1902

at the Government bathhouse on Hot Springs Reservation; a prehistoric pueblo structure was discovered in Mesa Verde National Park and excavations made; a survey of sanitary conditions of camps and hotels in all the parks was completed.

Now the only legitimate pursuits in a national park are rest, recreation, and study. No commercial ends are to be served. No living thing is to be killed—except, possibly, in self-defense. But since John Muir has written that the parks are safer than modern apartments, an offender might have some difficulty in establishing his case.

Without destroying any of their wildness, the Government is busily establishing devices of comfort and convenience in the parks and seeking to popularize them as health and pleasure resorts. For two years it has been second only to the German Government in giving impetus to the patronage of its parks by the people. Not only is it opening them up, but to diffuse knowledge about them it has issued a beautifully illustrated series of pamphlets called "The National Parks Portfolio," which opened the eyes of many Americans, no doubt for the first time, to the wonders of their own land. "Glimpses of Our National Parks" contains a digest of interesting information for prospective visitors and is for free distribution by the Department to all who ask for it. This is true also of a series of pamphlets dealing with each park separately, and moreover the National Park Service will supply anybody who writes to it with details about the accommodations offered in these Government parks. As a result of these efforts, and with the aid of the European War, 358,006 persons visited the parks during the last fiscal year,

whereas during the fiscal year 1914 there were but 240,193.

Why should the Government bother to advertise its scenery? Is there anything in it for the country? There may be much. There are those who perceive in it excellent business for the country—of the sort that isn't business. Some of this has to do with the remedial effects upon steam-heated Americans of outdoor life under national park conditions.

Some years ago a man wrote of a trip to Niagara, in the midst of a cluttered up period in his affairs. He had never seen the Falls before, and he saw nothing in them except the banal and bromidic observation of an Irishman: "Well, what's to hinder?" He returned home unimpressed. Later he found Niagara falling refreshingly over his desk by day and roaring him agreeably to sleep by night. His tension had only sufficiently to subside, and Niagara quietly let herself in. The big things in Nature can be depended upon to do just that for anybody who has been properly exposed to them. If not, the case requires a specialist.

Incidentally and aside, it is good business in the usual sense. The extra two hundred thousand odd people who saw America last year and the year before released money at home which had hitherto been spent abroad.

THE NATION'S BUSINESS will be glad to see that any of the following Government Publications on National Parks are forwarded to its readers upon receipt of the price:

Glimpses of Our National Parks; 45 pages; free. Pamphlets describing the separate parks; free. Map of Mount Ranier National Park; 20 by 18¾ inches; 10 cents. Panoramic view of Yellowstone National Park; 18 by 21 inches; 25 cents. Map of Yellowstone National Park; 28½ by 32 inches; 25 cents. Antiquities of Mesa Verde National Park: Spruce Tree House; 57 pages; illustrated; 40 cents. Same; Cliff Palace; 82 pages; illustrated; 45 cents. Reports on Ancient Ruins in Southwestern Colorado, 1875-76. (From Hayden's report); illustrated; \$1.80. "The Secret of the Big Trees;" by Ellsworth Huntington; 24 pages; illustrated; 5 cents. Forests of Yosemite, Sequoia, and General Grant National Parks; 40 pages; illustrated; 20 cents. Geological History of Crater Lake; 32 pages; illustrated; 10 cents. Forests of Crater Lake National Park; 40 pages; illustrated; 20 cents. Panoramic View of Rocky Mountain National Park; 14 by 17 inches; 25 cents. Same; of Crater Lake National Park; 18 by 16½ inches; 25 cents. Geysers; 10 cents. Glacier National Park, popular guide to its geology and scenery; 54 pages; illustrated; 30 cents. Origin of Scenic Features of Glacier National Park; 42 pages; illustrated; 15 cents. Glaciers of Glacier National Park; 48 pages; illustrated; 15 cents. Panoramic View of Glacier National Park; 18½ by 21 inches; 25 cents. Features of the Flora of Mount Rainier National Park; 48 pages; illustrated; 25 cents. Forests of Mount Rainier National Park; 32 pages; illustrated; 20 cents. Mount Rainier and Its Glaciers; 48 pages; illustrated; 15 cents. Fossil Forests of Yellowstone National Park; 10 cents. Geological History of Yellowstone National Park; 10 cents. Radio-activity of Thermal Waters of Yellowstone National Park; 10 cents. Panoramic View of Yosemite National Park; 18½ by 18 inches; 25 cents. Sketch of Yosemite National Park, and account of origin of Yosemite and Hetch Hetchy valleys; 10 cents. Guidebook of the Western United States. This is in four parts, as follows, at 50 cents each:

Part A, Northern Pacific Route, with side trip to Yellowstone Park; 212 pages, maps and illustrations.

Part B, Overland Route, with side trip to Yellowstone Park; 244 pages, maps and illustrations.

Part C, Santa Fe Route, with side trip to Grand Canyon of the Colorado; 194 pages, maps and illustrations.

Part D, Shasta Route and Coast Line; 142 pages, maps and illustrations.

EXPORTS from the United States, for the first time in the history of the country, exceeded 6 billion dollars in the twelve months ending with April, 1917, against less than 4 billion dollars in the same period of 1916 and 2½ billions or less in previous years.



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With no more war paths to tread and no more buffaloes to hunt, Indian braves like the Blackfoot above posing in Glacier Park, wait lazily for the call to the happy hunting grounds. The squaw below is not content to vanish without a struggle. She is making hay on irrigated Flathead Reservation land in Montana. With cattle and war horses needing food, her disappearance from the general scheme of things would be a genuine loss to the nation

The Man Who Does the Work

With the Man Who Provides the Funds and the One Who Does the Fighting, He Forms a Triumvirate Which Will Decide the Fate of Nations

By ROBERT WATSON

THIS war has been called a war of labor. Those who do the work, as well as those who do the fighting, will decide the fate of nations.

Governments, when they go to battle nowadays, first take deep thought concerning the man at the forge, because thereby they add many cubits to the stature of the man in the trench. Neither sword nor spear was found in the hands of the people who were with Saul and Jonathan, an ancient example of unpreparedness. When the Davids of to-day go out to meet their Goliaths, there is someone behind digging stones.

America's chief help to our allies, for some time to come, will be industrial. Labor, intensified, is the patriotic duty of the hour. It commands the situation. More food must be raised. Labor. Guns and shells must be provided. Labor. Ships must be built. Labor.

Thus it comes that the preparations for war with which the Department of Labor is busy are no less important than recruiting men for the army and the navy. Through its Employment Service, represented in all parts of the country, herculean efforts are being made to find mechanics for government arsenals and navy yards, shipbuilders for the construction of vessels to be erected under direction of the Shipping Board, and unskilled workers for the tillage of the soil.

The efficiency of the Employment Service was illustrated by the dispatch with which it answered the first call of the Shipping Board. Within four days after the appeal had reached the department, it had located 15,000

men—the number has since mounted to 25,000—experienced in shipbuilding who were available for government work.

Patriotic motives actuated many of these men, as evidenced by the



fact that at the time they indicated a willingness to accept government work it appeared likely that it would be temporary, and that they would be called upon to surrender what in many cases was permanent employment.

Recognizing the necessity of filling the hiatus left in the ranks of private industry by this draft, the department is undertaking to replace those who accept government work with other and equally competent labor.

Working in close conjunction with the Shipping Board, the department is able to furnish men as fast as they are needed. When the board awards a contract for the construction of vessels, the department is at once notified. Instantly it can tell the contractor how many and what class of mechanics the nearest office of the Employment Service can supply.

A similar arrangement exists with the War and the Navy Departments. For instance, the Department of Labor has secured 1,000 women and nearly as many men for the big arsenal at Philadelphia.

The Department of Labor was placing so many men in private concerns that the Civil Service Commission found itself unable to fill requisitions from Navy Yards. An agreement was entered into, therefore, between the department and the commission for a reciprocal exchange of information. As a result, the commission has the benefit of the department's lists of available workmen, and the shortage in the Navy Yards has been relieved.

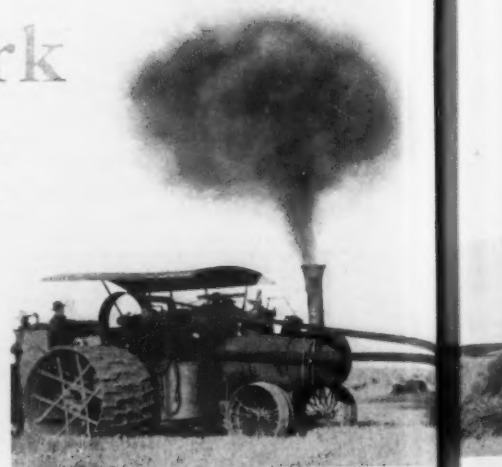
ENDURING peace, dreamed of by idealists and sung by poets, has been symbolized by the beating of the sword into the plowshare. To-day the plowshare itself is a symbol of military preparedness, and the department is scouring the country to raise an army of farm laborers not only to ward off the threatened scarcity of food but also to enable us and our allies to wage successful war.

Information as to the exact number of laborers needed in each locality, as well as terms and conditions of employment, is gathered by the Department of Agriculture and communicated by the Department of Labor to the branch offices of its Employment Service throughout the country.

The unparalleled demands upon the man-power of the nation for service in the military branch of the government and in munitions factories has greatly depleted the normal supply of farm labor. In consequence, it has become necessary to turn to other than the regular sources of supply. The department, therefore, has laid plans to utilize the services of thousands of school boys who will shortly enter upon their annual vacations.

The inauguration of this scheme was not free of difficulty. However, matters have now progressed to a point where an effective and comprehensive mobilization of boys appears practicable, under conditions which will in nowise be inimical to the welfare of the volunteers and will greatly redound to the benefit of the country at large.

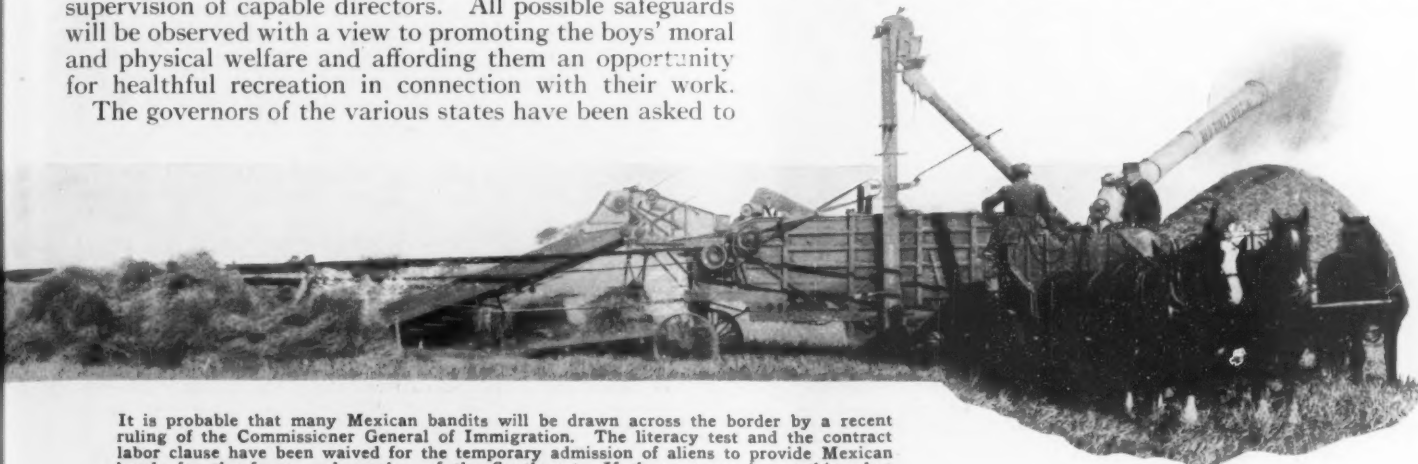
What is known as the United States Boys' Working Reserve has been officially created, with William Edwin Hall, of New York City, as its national director. The Reserve contemplates the enrollment of boys who have had



no previous experience in farm work, but who are willing in this manner "to do their bit" for the country. It is proposed to organize the volunteers into groups under the supervision of capable directors. All possible safeguards will be observed with a view to promoting the boys' moral and physical welfare and affording them an opportunity for healthful recreation in connection with their work.

The governors of the various states have been asked to

work in the fields. After a few weeks of this new life, he returned to the city refreshed in mind and body and with a supply of funds which it would have been impossible



It is probable that many Mexican bandits will be drawn across the border by a recent ruling of the Commissioner General of Immigration. The literacy test and the contract labor clause have been waived for the temporary admission of aliens to provide Mexican hands for the farms and ranches of the Southwest. If they engage in anything but farm labor they will be deported. High wages for honest work and the present low returns from robbing their exhausted countrymen are expected to reform these professional patriots for the time being.

lend their assistance in securing immediate enrollment of all boys over sixteen years old, which has been established as the minimum age. The department has also requested the cooperation of county and municipal authorities.

Upon enrollment, each boy is given a badge bearing the inscription "Boys' Working Reserve, U.S.A." Faithful service for the period of a year will entitle him to a bar suitably inscribed to be appended to the badge.

Enthusiastic response followed the announcement of these plans. On the morning after the first press notice was published, the principal of the McKinley Manual Training School, of Washington, D. C., appeared at the department and announced that 750 pupils of his school were ready for service. Some of these boys have had previous experience on farms, and many others have a knowledge of the technical trades.

ANOTHER phase of the matter which is receiving the careful consideration of the department is to get the employees of the thousands of commercial and industrial establishments on farms during vacation periods. Already assurances have been received from men in many walks of life indicating their willingness to help out in this manner. It is probable that the demands for agricultural workers cannot be filled from all kinds of industry, the physical strain of some of this work being unusually severe. It is possible, nevertheless, through rational organization, to materially increase the forthcoming harvest and provide a diversion for men whose normal vacation does not bring them into the great outdoors, which will be beneficial to mind and body alike.

It need not be all work and no play. Going to seasonal employment in organized clubs and groups under direction of competent leaders, workers who volunteer may find this industrially useful system taking on the characteristics of "personally conducted" vacation excursions.

This idea, which has special significance at this time, but which has for the past few years engaged the earnest attention of the department, had its inception in a personal experience of Secretary Wilson long before he assumed the duties of his present office. Finding himself without employment by reason of a shutdown in the coal mines where he had been working, his attention was attracted by a call for help in the hop fields, the harvesting season of which was then at its height. By stress of circumstances, he was forced to turn his hand to this, the only work available at the time.

The experience proved altogether satisfactory, for among the workers there was fostered a spirit of whole-hearted fellowship which found vent in the evenings in dancing and other forms of recreation after the day's

to procure in the course of any other form of respite from his ordinary work. The incident illustrates the possibilities of an intelligent development of this idea, worthy of encouragement in normal times but actually imperative in the extraordinary situation which confronts the country to-day.

Perhaps the most important function of the department at this time is that of mediation and conciliation in labor disputes. Working in close cooperation with the Council of National Defense, the department has put forth every effort to preserve peace, to the end that the maximum of production may be obtained. The seriousness of the situation which prevailed in the industries of England at the beginning of the war is familiar to us. To avert such a calamity in this country, the Department of Labor is using every energy.

Take the case of the tin-plate industry. Appeals have been made by another branch of the government to the employers and workmen of those industries to increase to the utmost their output, that there may be available a sufficient supply of tin cans for the packing of foodstuffs. Trouble arose in several large factories, but through the intervention of the Department of Labor the difficulties were composed and a stoppage of work which would have resulted in irreparable loss was avoided.

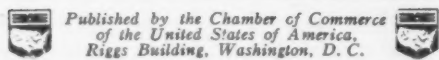
TAKE, again, the coal-mining industry, so vital to the country. In the settlement by the Department of Labor of differences between the operators and miners of Central Pennsylvania District No. 2, a stoppage of work which would have amounted to a calamity was averted. Affecting some 45,000 miners directly and 25,000 other employees indirectly, this trouble threatened to disrupt the entire coal output of the largest single producing bituminous field in the East. Disaster threatened many forms of industry, including a number which are vital in connection with the preparedness work that is now going on. Failing to come to an agreement with the operators, the miners determined to stop work on May 15.

With a view to preventing this, Secretary Wilson summoned representatives of the operators and miners to a conference in Washington on May 11. On the next day, a tentative agreement was reached by the terms of which the mines were to continue in operation pending final ratification of the agreement by the miners' convention to be held in DuBois, Pa., on May 23.

Secretary Wilson attended that convention and prevailed upon the men to place their final approval upon the agreement which had been adopted in Washington. To quote from the *DuBois Daily Express*, "Secretary of Labor William B. Wilson took the floor of (Concluded on page 48)

THE NATION'S BUSINESS

A MAGAZINE FOR BUSINESS MEN



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THE NATION'S BUSINESS is the monthly publication of the Chamber of Commerce of the United States of America and, as such, carries authoritative notices and articles in regard to the activities of the Chamber, its Board of Directors and Committees. In all other respects it is a magazine for business men and the Chamber is not responsible for the contents of the articles or for the opinions to which expression is given.

WASHINGTON, JUNE, 1917

WHISTLING is more than an art, and a very great deal more than a mannerism. It is an American's challenge to hard circumstance, his defiant pronunciamento of sang-froid in the face of any turn of fortune. It used to be a national accomplishment, in the days when we went to Europe to narrate the marvels of our land.

Perhaps too many of us went to Europe, or some of us went too often. Little by little we came to understand that the wonders of the world had been defined and officially described a matter of several thousand years ago, that no additions or innovations would be tolerated, and incidentally that whistling was not altogether in good taste. Being extremely well-disposed toward everybody, and really anxious to please all the rest of the world in matters of taste, no matter how unaccountable their notions might be, we yielded our ways in the highest of good humor, and even gave up whistling.

But it's whistling time again. Knitted brows and drawn faces never helped along with any great task. Because of some irrelevant differences about the proper tune we cannot very well emulate Cromwell's hymn-singing battalions, but we can all whistle—not in the care-free manner of idle moments but in the vigorous fashion that sets feet marching at double quick, gives tone to muscle, clears fog from the brain, and makes any difficulty merely an inconvenient nuisance that is to be cast aside and left far behind. There is nothing like whistling to chase away ghosts.

Every American who is not today whistling at his job should go before an examining board, to ascertain if his whistling ability comes up to the national standard.



SAILS will dot our part of the seas more liberally than for many years.

Schooners are going into the water wherever small shipyards have kept alive through the lean years. Reckoning from unofficial reports makes it certain that fifty or more large ones, mostly four-masted, but some with five masts, are under construction. The Maine coast has its share, and other states as far south as Texas are building their part.

The Pacific Coast goes in for schooners which have real engines in them, opening the way to water-side controversies whether

sail or engine is auxiliary power. The west coast not only has a long list of such schooners under construction or waiting their turn to get on the building ways but it is preeminent at turning out wooden motor ships. It vies with Denmark in its interest in motor vessels, and must have on its lists at least thirty-five of them.

Of course, such figures do not begin to give the full tally of wooden vessels that are under construction or contract. There are wooden steamers, wooden brigantines, and other constructions of wood that do not fit into convenient categories.

Smaller wooden craft, too, are coming along, wherever they can find facilities for construction. For example, Georgia reports it is to supply New York with forty lighters and coal boats. Besides, some ships of earlier days which lost caste and became barges are returning to a measure of their pristine glory, with new masts and sails aloft.

Once a schooner which does not have to wait for engines gets into the water it may set sail in quick order. In April a four-masted schooner was made ready for sea before she had been in the water two days.

Getting built, launched, and equipped does not constitute the whole trick, however. Five big schooners have recently been reported as lying at New York and unable to make round fortunes by voyages across the Atlantic, because no captain cared for the hazard, even at a big salary.

On the Timeliness of Whistling

The Schooner Redivivus

Pooling Coal Shipments

Working Cars to Capacity

The pay a real sailorman may obtain these days appeared in a record-breaking contract a captain recently made, to command a big schooner for \$1,000 a month and a bonus of two per cent of the earnings. Such chances for gain may revive the lure of the sea, even when submarines are about.



COAL occupies a great place in the affairs of every country, in peace and in war.

In England the Government has taken complete control of the mines. France has a scheme for dividing the country into three coal zones, in order to equalize distribution, with the government the sole distributing agency. Italy, which lacks mines within its own boundaries imports all of its coal through the government and government agencies see to the distribution. In May of this year the Russian provisional government undertook to requisition all the mines with a purpose of controlling distribution and price. Germany some time ago centralized the whole of its coal industry under government control.

In reporting upon the situation in the United States three members of the Federal Trade Commission say that it may later become the duty of our government to inaugurate such measures as belligerent European countries have used in controlling distribution and price.

"Pooling" of coal shipments meanwhile is being arranged by the railways' war board and the coal committee of the Council of National Defense. The first pool, effective June 1, means a real mobilization of the coal traffic on the Great Lakes. As coal shipments of various owners arrive by rail at lake ports they will be placed in the first steamer available, much as different owners' grain goes into a common mass in an elevator. At the other end of the Lakes owners will obtain delivery of an appropriate amount of the grade to which they are entitled.

This arrangement will mean a large reduction in the number of grades of coal, but it will in effect free something like 52,000 freight cars for other uses. Something like twenty-six million tons of coal will be carried under the pooling arrangement and the steamers used will bring down the Lakes thirty-six million tons of iron ore. Pools for coal sent to other districts may follow, that more freight cars may be freed through economy in assembly, despatch, and switching. Present indications are that the second pool will handle the coal sent by water to New England—something like 20,000,000 tons a year.



COOPERATIVE ECONOMY in the use of cars can have very decided results in other traffic than coal. The Canadian Pacific has estimated that its cars can carry on the average an additional five tons, and that loading to their real capacity would mean release of 54,000 cars for new business.

That is a mere bagatelle, if the possibilities south of the Canadian border are considered. The railways' war board declares that if every one will do his share and there are no "slackers" among people who use and handle freight cars, we shall in effect have an addition of 780,000 cars to our equipment.

The manner of attaining such a result has its interest. Close attention on the part of the railways, the board says, would reduce the average cars under repair to 4 per cent, thus increasing the number in use by 64,000, and would move a car 30 miles a day instead of the present average, 25—a bit of speeding up that transformed into terms of cars would mean 515,000 of them.

The rest of the saving depends upon the railroads' patrons, but what they can do is apparent from the fact that there are over 250,000 points in the United States where freight is received; a little more expedition in loading and unloading at each of these stations will mount up amazingly in totals of cars for the country.

These totals again can be greatly increased through heavier loading of cars. Even lumbermen are finding that they can increase the extent to which they utilize each car. During the first three months of the year lumber mills on the Pacific Coast managed to get almost a thousand feet more lumber on each car than they had loaded in 1916.



SHIPBUILDING, once our great forte, has speeded up in the United States to a point which we never reached before. Absolutely and comparatively we have in two years worked into a position of the world's greatest shipbuilding nation. Three mil-

lion tons of new merchant ships in eighteen months is the program the official who with us corresponds to national director of shipping is willing to undertake, with the cooperation of the subsidiary industries such as the steel mills that produce plates. On May 1 our shipyards actually had in hand a tonnage of 2,037,000 in steel vessels.

Such a rate of construction will equal England's output of merchantmen in normal times. But times have not been normal. British yards have been concentrating since 1914 upon war vessels, and the fleets of new naval vessels that have resulted can only be guessed by British capacity and skill in shipwork. By March 31, however, new attention in the United Kingdom to merchant vessels had brought construction back to a basis of 1,000,000 tons a year, and by July it may reach a rate of 1,750,000 tons.

France, too, is looking to her shipyards. In the first haste of war the French government turned many shipbuilding plants to the manufacture of munitions. It is apparently almost as busy at present converting them back to their proper use. Italy is building ships. Stories come even from Russia about a project for a shipbuilding plant on the Black Sea to employ 4,000 men. And as for Japan, it is straining every facility to put vessels on the seas.

Construction of merchant ships has now become a governmental function, at least "for the duration of the war." Practically all orders for construction now being placed in England are on government account, and very soon a good part of the new orders placed in our own yards are likely to come from our own government.

Exactly what Germany is doing these days in the way of building vessels is subject for speculation. That something will be done to offset Germany's loss in merchantmen is pretty likely, but in such information as comes to hand Germany's activities in constructing submarines are hard to separate from its merchant construction.

Whatever the sort of activity, German shipbuilding companies in 1916 managed to increase their dividends. The Weser Company, of Bremen, after putting aside about a million dollars for a rainy day and meeting war taxes, paid 10 per cent. The Vulcan Works, at Vegesack, came within \$15,000 of earning as much as in 1915, and paid 12½ per cent.



OUR GRAIN MARKETS have limited operations which might be speculative. Dealing in futures, which has been a means for speculators and buyers of wheat alike to discount coming events, was limited on May 14.

Curiously enough, purchasers who wanted actual wheat appear to have been among the heaviest dealers in futures. European governments are said to have obtained a large proportion of the contracts for future delivery. Operations of this kind came in for some criticism at London during April.

The composition of the loaf, according to *The Statist*, played a real part in the situation. Medical men, millers, chemists, and officials in England have agreed that the loaf which nourishes the people of England must have certain qualities. For this reason the *Miller* would apparently not have wheat produce more than 72 per cent

of flour, and a medical journal, the *Lancet*, would not recommend more than 80 per cent. The government compromised on 78 per cent. Against a recent official decision in France, that wheat is to make 85 per cent in flour, the medical men may have protests to register.

Other ingredients than wheat flour are going into the loaf to such an extent that a sack of materials labelled "flour" bears so many abbreviations for items other than wheat that it somewhat resembles a sack

The Whole World Builds Ships

What's a Loaf of Bread?

Making Change for Japan

England's Budget—And Ours

of American fertilizer covered with chemical formulae.

This mixture of other materials in the loaf leads to the present difficulty, since wheat flour of the best kind has to be added to make the loaf what it should be from the dietitian's point of view. Canadian Number One is the wheat that is needed, it is said in England, but in April of this year only 9 per cent of the receipts of Canadian wheat reached this grade, where as last year the percentage was 52. In other words, in order to grade up the British loaf there seems to have been an unusual demand for the best quality of wheat when there was no great quantity of it to be had.



JAPAN has been casting up accounts. Between August, 1914, and the end of 1916 the Japanese minister of finance estimates a surplus in exports of \$300,000,000, which has been augmented by profits to make a total of \$435,000,000.

Of this sum something like \$105,000,000 went to liquidate debts abroad, \$150,000,000 went into investments in foreign markets, and the balance arrived in Japan in specie or remains to the credit of Japanese in banks of other countries.

At present Japanese trade is doing well. The same authority puts the present excess of exports over imports at a rate which will mean, with profits, \$350,000,000 or \$400,000,000 in 1917.

These financial results are leading to national policies. What these should be the minister of finance is very certain. "Production first," he declares should be Japan's slogan. In other words, he thinks there should first of all be encouragement of investment in the productive enterprises of Japan, and that investments of Japanese capital abroad should come second—with special attention to China, of course. What investments in China mean to the Japanese is somewhat apparent in the circumstance that in the first two and one-half months of 1917 Japan sent to China manufactured goods worth \$25,000,000 while it imported from China, mostly in raw materials, a value of \$8,500,000.

As things now stand, Japan's commerce is likely to occupy a place in our attention for some time, for to an extent we never before knew we have become a money

center through which the rest of the world makes settlements for much of its trading. Of course, we are not altogether inured to the dignities of our new position, and consequently were guilty of a comic panic the other day when some one announced that Japan has obtained \$35,000,000 in gold from us since January 1. In that fact, as in most other occurrences in international affairs, there may be a menace, but the chances are that Japan was merely drawing the money due her—not only due from us but perhaps from England, Russia, and the rest of the world that now uses the United States as its clearing house.

That there are some payments to make to Japan appears on the face of the figures. In April the value of Japanese exports was \$66,000,000—or \$35,000,000 more than the value of its imports in the same month. Thus it appears that all the gold we sent to Japan in four months would barely settle Japan's score for one month. As a matter of fact, exports of goods alone have in four months given Japan a credit of \$80,000,000 against the rest of the world, and to this sum is to be added earnings of Japanese steamers and other indefinite items of very real importance.

Our dealings with Japan in gold did not originate overnight, either. In 1915, when England was marshalling her resources in all parts of the world to make her payments in the United States, Japan sent us \$19,000,000 in gold, although as usual we sent to Japan only half enough goods to meet the value of Japanese materials we ourselves imported. By 1916, however, we had extended large credits to friendly European countries; we then sent Japan \$26,000,000 of gold in twelve months. In January we added \$2,000,000 to these shipments, in February \$4,000,000 more, and \$3,500,000 in March. Subsequently, when gold certificates kept appearing at the San Francisco sub-treasury with requests for redemption in gold, the Treasury Department ruled that if new supplies of gold had to be sent across the continent to meet these withdrawals the persons presenting the certificates would have to pay the costs of transportation.

To the incident, whatever its significance, the Federal Reserve Board can point as an illustration of the undesirability of gold certificates. Pointing out that they can be used as a means for making a raid of some proportions upon our gold supply, the Reserve Board would impound them and issue federal reserve notes in their stead.



ENGLAND'S BUDGET, which was placed before Parliament on May 2, has new interest for us. We not only do a bit of financing for England these days but we are apparently thinking of taking a few leaves out of England's scheme of taxation.

The expenditure side stands at \$11,450,000,000, which everyone will agree is quite a tidy sum even according to the brand-new standards to which we have become accustomed in the space of three years. The advances of England to its allies, largely to meet the cost of purchases made in England, will be around \$2,000,000,000 in the year. Plans for such advances on the part of England go to emphasize the probability that the three billions of dollars we may eventually place at the disposal of friendly European countries this

year will go for purchases in the United States.

The revenue side of the budget shows more figures of real magnitude. The sum expected from taxation during the period to March 31, 1918, is \$3,190,000,000—between \$300,000,000 and \$400,000,000 more than last year and \$2,000,000,000 more than before the war. The proportion of expenditures to be met from taxation is 28 per cent. Last year it was 26 per cent, and the year before 21.6 per cent.

Of course, the new increase in revenues means larger taxes. The most important of the new levies is an added 20 per cent on excess profits. This tax accordingly becomes 80 per cent of the excess over the average profits in any two of the three years before the war.



TAX EXEMPTION of government bonds is largely an American institution. When the last loan was issued in England subscribers were offered a choice of bonds free from taxation, paying 4 per cent, or five-per-cent bonds subject to income tax.

Perhaps Americans and Englishmen have a different point of view about taxation of government bonds, as they have on many other subjects. However this may be, it is said that exemption to taxation is essential to the success of an issue here, whereas but 2.42 per cent of the British loan was taken in tax-free bonds.



DYESTUFFS once upon a time, and not so very long ago, represented a national problem. The problem still remains, but its size has very considerably diminished. The latest figures of the Bureau of Foreign and Domestic Commerce indicate that instead of seven concerns engaged in the industry—the number in 1914—there are now some one hundred and fifty.

The data is incomplete. Taken as a basis for computation, however, it goes to show that whereas American plants made about 6,500,000 pounds of coal-tar colors in 1914 they are now producing at a rate which may be around 20,000,000 pounds a year.



ONIONS, butter, and eggs are taking the place of water pipe, bathtubs, and railroads as handy means for getting people into trouble with the Sherman law. In conjunction with recent indictments which raise questions about fuel and newsprint paper, the new proceedings inaugurated by the Department of Justice on behalf of the public's necessities in onions, butter, and eggs may open a new chapter in the history of the federal statute against monopoly and restraint on trade and demonstrate the usefulness of the law as a ready instrument to prevent manipulation in the direct necessities of every-day life.

Of course, the allegations of the government remain to be proved, and the defendants are yet to have their day in court. The indictment founded on onions meanwhile serves to emphasize the magnitude a very humble vegetable assumes among a population of one hundred million.

Northern onions, it is alleged, command the markets from November to April, and over two hundred million pounds are used by us in these five months of each year.

Obviously we are getting into the way of having the onion pretty nearly as much of a national emblem as Welshmen make of the leek and Italians of garlic. Prices of the late winter certainly for a time gave us good prospects of onion riots.

These prices, the government will contend, were caused by a concerted plan operated by the National Onion Association. This is an organization of dealers, who buy the crop, store it, and sell it into the channels through which it reaches

On Taxing Government Bonds
Our Growing Dyestuff Industry
Onions Irritate the Sherman Law
Nickel
Our Flag on the High Seas
Your Uncle's Military Daily

housewives. These dealers each year obtain control of three-fourths of the northern crop.

If the government is anywhere nearly right, the dealers' plan worked both ways,—against farmers and against consumers. There was division of territory for purchasing the crop and maximum prices that would be paid to farmers. Once acquired, the crop was allowed to go into the market in such a way as to assure good profits to the dealers.

The government's statement may allege too much if it means that the plan worked perfectly. According to the records of the courts, practically all earlier conspiracies against the public which promised perfection appealed irresistibly to some member who sought an undue share in unholy profits by secretly taking advantage of the situation he helped to create.



NICKEL is one of the few resources that do not appear in our general abundance, and nickel has a great part in making the steels we use for all manner of essential purposes.

Canada has an abundance of nickel ore, and a great part of the product of its mines, after preliminary treatment in Ontario, has come to the United States for refining. The Royal Ontario Nickel Commission in the spring made a report upon the possibility of Canada refining its own ore.

The report declares that the nickel deposits of Ontario have no superior, and that electrolytic refining can succeed at home.

As yet, however, there is no indication that the supply we derive from Canada will not be as bountiful as usual, especially since we are now in a position to see that no German submarine sails from our ports with nickel in its cargo.



AMERICAN VESSELS are, of course, playing a part in our foreign trade they have not known for several generations.

Statistics for the port of New York have been officially announced. A total of 428 vessels of all nationalities sailed for foreign ports in May, and increase in numbers of 11 per cent over April and an increase in tonnage of 10 per cent. Twenty-five more vessels sailed in May than in January.

Of this total 134 vessels were American-

owned,—or 27 more than in April and 41 more than in January. In other words, in May American-owned vessels represented 28 per cent of the tonnage sailing from New York, and 25 per cent in January.

That these figures indicate a great concentration of our vessels in foreign trade, and perhaps an unusual concentration at New York, is clear from the statistics of earlier years. In 1914 vessels flying the American flag represented but 2 per cent of the tonnage that sailed from all of our ports; in 1915 they contributed nearly 5 per cent; and in 1916 they reached 6 per cent.



GOVERNMENT GAZETTES have been well known European institutions. The *London Gazette*, which will soon arrive at its thirty-thousandth issue, is "Published by Authority" and is the record of the British Government's acts; it happened that a supplement of the *Gazette* for the last Fourth of July published the despatch Admiral Jellicoe sent from the "Iron Duke" to describe the lively encounter he had with the German High Sea Fleet on May 31, 1916. Dublin and Edinburgh have gazettes of their own.

The *Journal Officiel de la Republique Francaise* is a more plebian-looking affair than the *London Gazette*, with its great seal of England,—the lion defiantly rampant,—occupying almost half the front page. Nevertheless, the French government's journal has attained years, being near to its fiftieth, and in completeness it excels its British prototype; in fact, it is five-fold,—including the *journal officiel proper*, a part which for the French Senate and Chamber of Deputies performs the functions of our *Congressional Record*, and a third separate portion which carries the text of reports made to the French legislature. All this makes a pretty complete account of the government's proceedings.

A good part of the rest of the world uses official publications as a very essential part of government. Canada, India, and all the rest of the British empire, even to small islands which may have a governor to themselves, issue their gazettes. France's colonies copy even the typography of the *Journal Officiel* published in Paris, although some of them, such as the one published in Madagascar, improve very decidedly upon the Parisian quality of paper.

The usefulness of a medium for announcement of governmental decrees long ago appealed to Latin America. The *Boletin Oficial de la Republica Argentina*, for instance, is in its twenty-seventh year.

Until May 10, 1917, we had managed without such a publication. The executive orders and other governmental decrees were "proclaimed" by being sequestered in the interior of the State Department, getting published in extenso only at the end of each two years, when they appeared in an appendix to the statutory grist of a Congress.

With this condition of affairs the development and enterprise of our newspapers had much to do; a citizen might be in the dark about the actual text of an order, but if he read the papers he had a very clear notion of its general purport. Our national habit of turning to our lawyers when we have to get down to facts also had its influence.

In a sense we now have a governmental gazette of our own. On May 10 the first issue of the *Official Bulletin*, published daily

under order of the President, came from the presses of the government's great printing plant.

The financing of this publication is apparently not to raise the problems which recently have confronted newspaper publishers. Since there has been no appropriation by Congress, the money is clearly allotted by the President from the hundred million he received to spend for such purposes of an emergency sort as he thought wise. Moreover, the new daily not only has no worries over postage rates but is conscious that its paper costs the government but 2½ cents a pound.

The prices private folk pay may appear from the fact that when the government took bids last February 7¼ cents was the lowest offer. This bid was not accepted. In April jobbers offered the government newsprint paper at 4 cents, and a manufacturer named 3.10 cents. But recalling the power of the President to place orders for war purposes, and compel their fulfillment at prices he might set, authorities declared that our new official bulletin was established by the President as commander-in-chief of the army and navy, and that paper would have to be furnished at 2½ cents. Thus, the suspicion of several generations were substantiated and at last newsprint paper came out into the open as a real munition of war.

A newspaper as a military enterprise may be something of a novelty,—but the present advantages are considerable, since forty thousand pounds of paper is likely to be a minimum weekly requirement.



SEAMEN are as essential as hulls and engines. In England a national committee on sea training has outlined a scheme intended to bring more men into the merchant marine. Boys would be trained on a large scale for the sea service, and seamen who stay by their calling would receive wages according to a recognized scale, and have pensions when their seafaring days are over.

Without waiting for acceptance of a general plan, training of seamen goes forward apace in England. A new training school is about to open on the Thames. It will receive young boys, prepare them for service afloat, and through official co-operation will offer to the best of its students a chance to go to the school where officers are trained for the British navy.

Sailors in England seem to remain a sturdy lot. The British government after considerable hesitation granted passports for a delegation of Englishmen to go to the Stockholm conference of which the United States government did not think so well. Thereupon the sailormen of England resolved that they would refuse to sail on any ship that carried a delegate who had not in writing solemnly declared he would oppose any terms of peace which did not include indemnity for the families of British sailors, and of neutral sailors as well, who lost their lives through the operation of submarines.

Since the walking is not particularly good in any direction from England, and British sailors have a pretty tight union, their declaration has a very definite meaning. In fact, they believe that a similar position they took to keep "slackers" from leaving England to avoid military service was distinctly successful.

AFTER-THE-WAR is a period which continues to absorb some energies abroad. Following the British-Italian plan of a year ago, the Italians and French have formed a company which is intended to promote commercial relations between the two countries when peace has returned. Italy and Spain, too, are likely to advance their reciprocal interests. A Spanish mission was to arrive in May, to tour Italian cities in the interest of Spanish trade.

In the middle of May, however, the latest British plan, arranged under government supervision, was announced. It contemplates creation of the British Trade Corporation, with capital of \$50,000,000. Its purpose is to assist the development of British trade and industries, to obtain for British manufacturers orders in connection with new overseas undertakings, and to finance contracts arising out of enterprises on foreign countries.

Opportunities for such enterprise will appear in many directions, as soon as the world has returned to peace. For instance, the presence of large bodies of troops has caused demands of every conceivable sort upon the resources of Egypt and the Soudan. As a result Egypt has added at least \$150,000,000 to the capital it wishes to invest at home. For the present, it cannot obtain the materials of industry which it wishes to purchase with this new capital, and willy nilly has had to place the money

**The Seaman Into His Own
Prospect: Commercial Relations
The Supremacy of Cotton
Labor the Indispensable
Canada Rewriting Her School
Books**

abroad to await more propitious times. It has thus come about that Egypt to-day appears to have foreign investments which equal one-third of the foreign capital placed within its borders in the course of years.

Our Federal Reserve Board continues of the opinion Congress should take precaution against the future, by authorizing incorporation of foreign-trade banks, owned cooperatively by our present banking institutions.



COTTON was proclaimed king in 1860, and if it has lost any of its royal position in recent years it bids fair to regain some of its prestige.

The supremacy of cotton rests securely upon its natural characteristics. Its transition from the field to the spinning room involves none of the laborious processes through which some of its competitors, such as flax, must undergo.

The demand is likely to have no diminution. Lancashire yarn mills in 1916 earned 11 per cent on their capital, and the British shipments of cloth in eleven months of 1916 amounted to 4,756,000,000 yards,—a good three hundred million over shipments in 1915. Our own cotton mills, too, have been prosperous, and apparently foresee only increased business. Over thirty-three million spindles were busy in American cotton mills during April.

Consequently, announcement by our

Department of Agriculture that on May 25 the condition of the new crop in the South was 69.5 per cent of normal put prices to their highest level in 45 years. Only in Civil-War days has the money value of cotton stood so high.

Stocks of American cotton are not plentiful. In May Liverpool reported 484,000 bales on hand, or enough for two months. At the corresponding date last year Liverpool had 572,000 bales, and in 1915 something like 1,277,000. If the good spots for cotton in our South this year should occur where hardship resulted last year through damage to the crop the compensation may somewhat dull the edge of unpleasant recollection. Last year, when the Nile poured down the greatest enriching flood since 1878, Egypt had some compensation for its earlier tribulations, receiving a price for its cotton it had not known since our Civil War interfered with American cotton getting to Europe.



THE DEMAND FOR LABOR has been a thing to wonder at. When the railways in early May came to state their position before the Interstate Commerce Commission they disclosed the degree of competition they found for their men.

In October, 1916, over 4,000 men left one road because they could obtain better places elsewhere. While one small northern road found it would have to increase payments on account of wages under the Adamson law by \$60,000 it had to increase wages of other employees, such as section men and shopmen, by \$80,000 to prevent them from taking other employment.

In March, iron and steel plants which had employed 155,000 men the year before had 192,000 on their payrolls.



CANADA has been getting ahead despite the heavy proportion of its men it has sent to war.

A mere sketch of export statistics indicates the country has gone a long way in three years. In 1913 the value of its exports was \$356,000,000; in 1916 the value was \$725,000,000.

Even those figures do not tell the whole story, for the greatest increase was in manufactures. The possibilities of Canadian agriculture have been a tradition, and that the value of farm products sent abroad should in four years grow from \$195,000,000 to \$352,000,000 probably surprised no one. But not so very many years ago the school books used in Canada assured the rising generation that Canada could never become a manufacturing country. By a piece of poetic irony the very generation into which this national doctrine was assiduously inculcated sent abroad in 1913 manufactured articles to a value of \$43,000,000, and in 1916 to a value of \$242,000,000!

Some of the articles that produced the latter figure may have reached a halfway stage in their fabrication in the United States, and enhanced prices had their influence, too. Nevertheless, the figure represents some very real achievement, and incidentally it points the moral that it is unsafe for any community to assume it has no place in the world's great scheme of international trade.

GOVERNMENT CONTRACTS are now a very real factor in the markets. Orders placed with textile mills are said by a trade paper to reach a value of \$150,000,000, and to occupy about 15 per cent of the industry's capacity. Woolen mills alone may have orders amounting to \$75,000,000. One woolen man declared that the government seeks everything a man can wear.

Orders for textiles, of course, are only a beginning, although a very good one. Lumber, too, is included in the government's requirements. The barracks for the part of army to be trained west of Chicago, according to one estimate, will call for 600,000,000 feet of lumber. And so it goes. On June 2 orders for 3,450,000 pairs of shoes were officially announced, to be de-

livered at \$4.85 a pair before October 1.



CONDENSED MILK, soap and candles, according to an official report, constitute the articles which are controlled to the detriment of the South African public. Of these articles only condensed milk is imported.

The market for condensed milk has been controlled from Europe, through a system of deferred rebates to those importers who did not handle competing brands. This is the device which, it has been charged, operated to exclude new steamship lines from getting traffic in various parts of the world, and which our Shipping Act is intended to check, so far as water routes from the United States are concerned.

Congress and the War

Its War Power—Regulation of Exports and Trading with the Enemy—Ocean and Rail Transportation—Food and Other Necessaries—War Banking

OUR War Congress, having spent April in making the great decision of war and voting both men and credits, devoted its second month to creating the great structure which alone can bring military success at a time when, not merely groups of fighting men, but whole peoples go to war, with every branch of industry and commerce keyed to the same exertion as the men who stand in the trenches.

The "War Clause" of the Constitution is sometimes said to authorize Congress to enact various proposals. It happens, however, that there is no single war clause. The power to provide for war is distributed among the grants of other powers which are conferred on Congress. Linked together the clauses run:

The War Power

The Congress shall have power to declare war, raise and support armies, provide and maintain a navy, make rules for the Government of the land and naval forces, provide for organizing and arming the militia, provide for calling forth the militia to execute the laws of the Union, suppress insurrections and repeal invasions, and make all laws which may be necessary and proper for carrying these powers into execution.

Of course, although Congress may have the necessities of war in view, it is not limited to these powers. In times of peace Congress used the "commerce clause" to support its control of wireless telegraphy, and it might appeal to the same authority for justification of legislation on other subjects directly connected with war.

Unlike the British Parliament, Congress is under restrictions. It cannot suspend the right to have a writ of habeas corpus unless there is rebellion or invasion. It cannot lawfully delegate its own powers. It cannot abridge freedom of speech or of the press, the right of peaceable assembly, or the privilege to petition for redress of grievances.

The war is to be invoked to enable the government to regulate exports. Apparently the new provision of law

Regulation Of exports

will not be used to check exports generally, but only to enable close supervision of designated articles sent to such countries as the President may name. The language may be broad enough to enable us to take over from England the "rationing" of Scandinavian countries, and the whole machinery under which exports from the

United States to some neutral countries have, as a practical matter, been possible only after the Trade Department of the British Embassy at Washington has issued "letters of assurance," upon cabled advices from London.

However broad the functions our government will undertake, arrangements are already under way to organize a staff of men who will receive applications and issue permits for shipments to foreign countries.

Incidentally, the espionage bill, which contains the legislation regarding exports, will soon put an end to our situation in which we had no federal legislation appropriate for modern conditions of commerce; plotters who sought to destroy steamers carrying our goods abroad have, for want of other statutes, been indicted under the anti-trust law.

On May 25 a bill which would go much further than regulate exports made its appearance. This measure as introduced has two general purposes,—control of trading with persons of enemy nationality in whatever part of the world they may do business and control over the property of persons of enemy nationality if the property is in the United States.

Trading, as defined in the bill, would include every kind of transaction and service. The prohibitions would, however, extend to enemy subjects in a neutral country only when the President decided it was essential to the public safety, and even then transactions might proceed under regulations of the Secretary of Commerce.

The provisions about property situated in the United States call first for a report from all persons holding property for an enemy subject or a subject of a country allied with a government with which we are at war. By direction of the President the Secretary of Commerce might require any of this property to be transferred to a new official, to be known as the Alien Property Custodian. In England enactment of somewhat similar legislation was followed by liquidation of many enemy firms, through a public trustee.

Patents come expressly within the purposes of the bill. Licenses for Americans to use patents held by an enemy subject could be issued by the Federal Trade Commission, on condition that the public

welfare would be promoted, and a license paid to the Alien Property Custodian, of five per cent of the proceeds of sales, or a similar part of the value of use as determined by the Commission.

Impounding of property in the way that might be possible under the bill would have for its purpose prevention of the use of such property in ways that would be detrimental to the United States; after the close of war the property would be released.

Possibilities of hostile use of credits in the United States were pointed out by the Federal Reserve Board on May 10. At the request of the State Department the Board asked the banks of the country to scrutinize most carefully all applications for transfers of funds to persons in neutral European countries, and Latin America.

Regarding the bill relating to trading with the enemy hearings have been held. The bill with amendments may soon be reported to the House of Representatives.

Requisition of ships and their construction, for purposes of ocean carriage, independently of the needs of the needs of the army and navy, are contemplated in legislation which is on the point of enactment. The President receives \$150,000,000 for use in acquiring shipbuilding plants, materials, and vessels under construction, and expediting their completion; for like purposes he can incur obligations for \$100,000,000 further. To construct vessels he receives appropriations of \$250,000,000, with authority to make contracts for \$250,000,000 more, and finally he has \$5,000,000 to meet the cost of operating vessels under government management.

In this way, \$750,000,000 is devoted to creation of merchant fleets to take the seas in the national interest. Under this programme our government will operate fleets second only to the fleets now run by the British government, which has requisitioned fully 90 per cent of the vessels under its flag, and has undertaken construction of numbers of steamers upon which many of its shipyards and engine-building firms are concentrating their energies.

The government's attention will probably turn to the men on our ships that go into dangerous waters; their lives will be insured by the government, under a bill which is well advanced.

Congress, in May, not only passed a bill which adds to the powers of the Interstate

Rail Transportation

Commerce Commission over the distribution and use of freight cars but indicated it will go farther and authorize the President to direct that the kinds of traffic he designates are to have preference in transportation.

This function, like many other special powers conferred upon the President in war legislation, will be administered by a special board for which the services of men of experience and representing different interests will be sought.

At the same time, it now seems settled that the membership of the Interstate Commerce Commission will be increased from seven to nine, and that the Commission will be allowed to divide its duties among its members.

Government intervention will scarcely stop with exports, enemy trading, and ocean transportation; according to present plans it will extend to prevention of waste in the food supplies we create, not so much because there is doubt over

our abundance as in order that the countries with us in war may have their needs met.

This legislation is in two parts. In the first place, the Department of Agriculture is being given special appropriations to ascertain our stock of foodstuffs, encourage production, and control diseases of animals and plants.

A second bill establishes a food administration, intended to bring control under a central authority for manufacture, storage, and distribution of foods. If prohibitions against hoarding and other acts detrimental to the national interest do not of themselves prevent untoward conditions, the channels of production and distribution may be guarded through licenses to handle foods, the government may influence prices by acquiring stocks and selling at cost,—even requisitioning manufacturing plants and operating them if necessary; producers may be guaranteed the prices they will receive and so be led to enlarge the amounts they prepare for the market; and in extreme emergencies maximum prices can be fixed for all sellers except persons who offer products of lands they cultivate.

As the bill stands, some of its provisions include shoes, clothing, fuel, and other necessities of life, together with the materials required for their production. To

Other Necessaries

these articles are applicable the general governmental control declared by the bill and the provisions to prevent hoarding (through order of sale or through government acquisition and sale of the articles at cost), speculation and undue fluctuation of prices (through regulation of the markets upon which trading in the article occurs), stipulation of production (through guarantee of prices), and maximum prices (in extreme emergencies).

For the purpose of obtaining adequate and continuous supplies of fuel, the President might requisition and take over any mine or other plant in which fuel is produced or prepared.

Since the Federal Reserve Act became law, in 1913, our banking system has got pretty well upon a war footing. The reserve system now represents about half the country's banking resources, and one-third the banks.

Of course, the banks which remain outside the system are organized under state laws. Some 41 of the states have statutes which will allow their banks to enter the reserve system. Perhaps 100 have entered. The others are having urged upon them, by the Reserve Board and the Council of National Defense, the present national benefit of their adding their strength, and at the same time of obtaining the system's advantages.

Amendments to the Reserve Act which will make the law more desirable to state banks almost reached enactment in the winter. It has now once more reached the point of enactment.

Our greatest appropriation bill, authorizing expenditures upwards of three billion

dollars for war, has reached its final legislative stage. Its early enactment will enable the government to

proceed with payments on contracts as they are completed. Funds already authorized for use after July 1 are also to be made immediately available, in order that delays may be obviated.

To a large extent the new taxes proposed

by the House Committee on Ways and Means on May 9 engrossed attention in and out of Congress during the month. After making some alterations the House passed the bill on May 23, leaving it a measure which undertakes to raise \$1,800,000,000.

After receiving testimony which fills six hundred printed pages the Senate Committee on Finance began consideration of the bill in executive session. Although the committee has let it be understood it will make many changes, the exact nature of its recommendations will not be known before June 11, the earliest day upon which it now plans to make its report to the Senate. It seems certain that the Senate Committee will reduce the total amount to be obtained from taxes, and that the bill as it is finally passed by the Senate will differ materially from the House bill. Consequently, the final form of the bill will have to be determined very largely in conferences between representatives of the two Houses,—a situation not uncommon with such bills.

Since the Senate will devote several weeks to debate, the bill can scarcely become law before July.

We Are at War

(Continued from page 32)

satisfactory and adequate means to care for dependent families of employees enlisting in the military or naval service. The government was interested because of the stimulating effect upon enlistments if men knew that those dependent on them would be looked after. Employers were interested because over-zealousness in entering into agreements to continue full salaries to enlisted men might result in a burden that the commerce and the industries of the country could not bear.

Secretary of War Baker, therefore, asked the National Chamber to investigate the question, in order that a uniform system might be recommended to the country. The committee appointed by the Chamber made a careful examination of methods followed by other countries, especially Canada and England.

Based on their experiences of the past three years, those countries are now making certain readjustments, the fundamental aim of which seems to be to establish equality in the basis of service in the ranks; to equalize the burden upon industry and people; and to avoid duplication of patriotic organizations and funds, and to combine all the machinery of family maintenance with an eye to the psychological effect upon the soldier at the front.

The report of the committee was deferred until it should be known what shape pending legislation in Congress would assume. The report, now completed and approved by the Executive Committee of the National Chamber and submitted to the Secretary of War, makes the following recommendations:

That this problem be treated as a national obligation to the extent that the government enact legislation providing for reasonable separation allowances to be paid to the dependents of the enlisted personnel of the army and navy, basing such allowances on the number of dependents in each family affected.

That the government officially designate some national organization to raise and distribute a general fund by voluntary public subscription for the alleviation of



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conditions not adequately met by national or state allowances; this organization to operate in conjunction with representative local organizations.

That, pending action by the Federal government in the matter and the publication of details of the ultimate plan, employers throughout the country should make only temporary commitments to the dependents of their employees who enlist, in accordance with the suggestion of the Secretary of War.

Large employers throughout the country already have taken the initiative, as they did during the period when troops were required for the guardianship of the Mexi-

can border, and have made provision for the care of the dependents of their enlisted employees. It is realized, however, that this cannot continue upon any general scale, particularly in view of the uncertain period of duration of the war, without imposing hardship and embarrassment upon the smaller employers who are in the majority throughout the country. Obviously, business firms and corporations everywhere would be the largest contributors to any national patriotic fund raised for the purpose named.

Individual firms and corporations should make no definite irrevocable promise to take men back into their old jobs, but should agree to do this only "in so far as they find it possible."

Employers should not undertake individually to care for their own employees, even though they may agree to do so in conformity with a general plan, because separate, individual efforts of such kind serve to hamper the successful solution of a national problem when once same has been centralized.

Employers are apt to gauge the pre-enlistment maintenance standard in relation to the dependent family by the weekly pay envelope of the wage earner, whereas that is not the basis of investigation by the authorities who seek to discover the rate of allowances to be made. The first information necessary is "What proportion of the pay envelope has been going from each wage earner to his family?" This differs in almost every case, and it is information which must be secured by tactful investigation.

THE National Chamber, following a suggestion from government sources, set machinery in motion to make registration day, June 5, an occasion for patriotic enthusiasm. The 900 organization members of the Chamber were asked to make the day one of high American idealism, worthy of a nation battling for the principle that "the world must be made safe for democracy." A complete registration in such a spirit will hasten the day of peace.

Daylight saving as a war measure is being urged by the National Chamber before Congress, the Council of National Defense and the Shipping Board. Aside from its welfare features, which are of such great promise to the people of the country, daylight saving has a distinct value in the preparation for war. The food situation led the government Department of Agriculture to urge upon all the people the vital importance of cultivating every foot of available ground. There will be more ground used and more potatoes raised if the government will follow up its advice by setting the clock ahead so that the diggers will have one more hour of daylight.

There is now a great need for strong men with keen business minds to serve the government. The men are anxious to come forward and the authorities are looking for just their type. The National Chamber has therefore begun a census of its membership so that such men may fit smoothly into that vast machine that must carry us through to victory.

The National Chamber's special committee on food administration, in a report to the Executive Committee, points out that uncertainties in the vital matter of the food supply in time of war should be reduced to their lowest extreme.

The committee believes, therefore, that immediate legislation is necessary in order

to insure success in the war and to safeguard our future. It asks for the immediate creation of a food administration with power to act quickly and efficaciously.

Legislation such as is proposed in House Bill 4630 is advocated by the committee. This, understood to be the administration bill for control of food and other necessities, has the support of Herbert C. Hoover, food administrator.

That the control which is proposed may be made effective against attempts of individuals to cause general public detriment, authority is granted in the bill for the food administration to intervene in ways which will promote the advantage of the whole nation. In order to keep prices within bounds and to guard against the evils of speculation and monopoly, the food administration might acquire food and sell it at cost. In an extreme emergency, maximum prices could be fixed for the purpose of destroying the effect of corners and extortion. Persons who control shipments of perishable articles would not be allowed to send them heedlessly to markets which are glutted, or otherwise fail to place them where their food value is most needed. If production or manufacture of food should not proceed upon such a scale as the public interest requires there would be power to stimulate private enterprise by giving guarantees to producers and manufacturers regarding the prices they would receive over a period in the future. Finally, for the purpose of making certain that impediments in distribution as well as manufacture do not impair the supply of food, the methods of doing business might be governed through a system of licenses.

These powers are merely discretionary. They are to be used only as special occasion arises. The legislation which is pending specifically limits them to the national emergency which results from the existing state of war.

The Man Who Does the Work

(Concluded from page 41)

the special miners' convention at 3.45 o'clock this afternoon and, in an address of an hour's duration, delivered perhaps the most brilliant patriotic expostulation of the labor situation the miners of Central Pennsylvania, or perhaps anywhere else, have ever heard."

It is perhaps not too much to say that this instance furnishes a fair example of the momentous questions that are continually confronting this department of the government in the present critical situation. Unobtrusively, the department is constantly engaged in averting threatened industrial disturbances which, but for the interposition of the government, would play havoc in our industries.

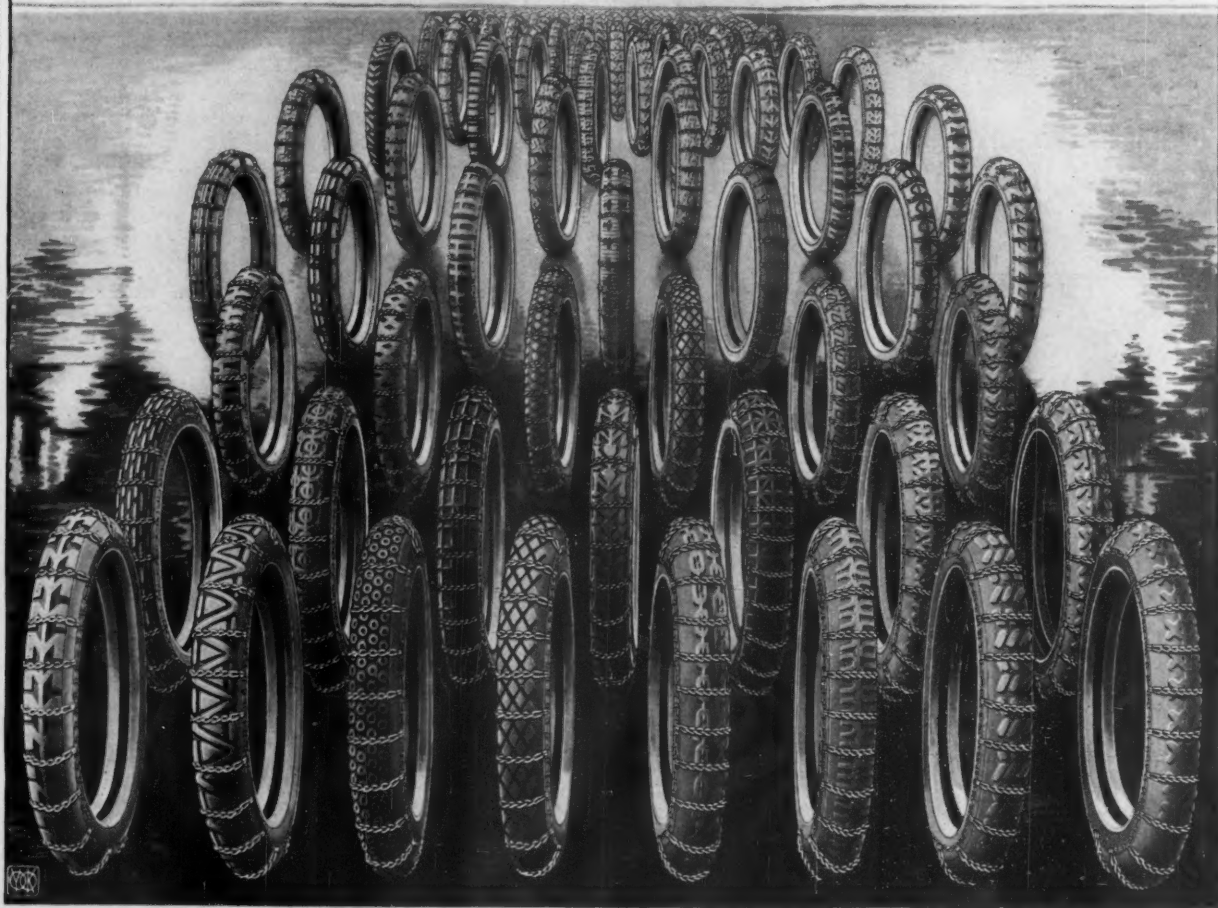
Labor, Too, Goes to War

(Continued from page 9)

suggestion that, in order to prevent stoppage of work, all existing agreements be abrogated and the matter of increases be settled for all trades, and for the whole country, at stated periods. An award would hold good for, say three months, when the whole question would be thrown open again.

When Lloyd George became Munitions Minister, he found overwhelming testimony, he said, that the nation had not yet concentrated half its industrial strength. Since then, the country has made long strides. But there is still work ahead of it, for the industrial reconstruction is not yet

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complete. And even when every other problem has been solved, England's game of chess will go on, because the continued demands of the army for recruits will necessitate the shifting of men from trade to trade, and from locality to locality.

BEFORE the war, there was a phrase much in the mouths of people in England and America with regard to France. France was a decadent and a volatile nation. Germany, too, was of that opinion—in the beginning. To-day, according to an American writer who has recently spent months in Germany, German officers and German press are frankly eulogistic in speaking of their French foes. They have tasted of French resistance.

Sixteen months after the commencement of the war, England sent a commission across the Channel to find out how its ally, France, with its best manufacturing districts in German hands, had so enormously increased its output of munitions.

It learned that France had not doubted for an instant the seriousness of the war. Whether the conflict was to be long or short was for the future to determine. France would prepare for the ordeal, be it what it might. With that grim determination, to which everything else was subordinated, the country settled down to the task confronting it.

It is interesting to note the general conclusions reached by the English commission—the people of France realize that they are

at war, the one idea in the mind of all is to bring the conflict to a successful issue, the spirit which dominates the nation has prevented difficulties in the manufacture of war material, loss of time is practically negligible, no trade union restrictions exist at the moment, everything is done to increase production, no limitation of profits exists, and no question in this respect has been raised by workpeople; the manner in which employers have been able to acquire machinery, and the initiative and energy displayed by them, are beyond all praise; it appears to the commission that the increase of production is due to one cause, patriotic enthusiasm.

AN important factor to bear in mind is that probably no other European country, not even Germany, exercises such absolute military control over citizens as France does. Men called to the colors but found unfit for active service are still mobilized. Hence much of the labor employed in munitions factories is military.

A striking feature of the French system is the fostering of small plants for machine operations. Of these, there were, more than a year ago, about 1,800 in the Paris district alone. Many of these small shops are manned by the various members of a family, and work day and night. In one case, the day shift was superintended by father and daughter, and the night shift by mother and son. Although the shop was very small and the equipment the poorest, the output was very satisfactory, due, the commission thought, to the spirit dominating everyone employed in it.

In another instance, a very small shop, the work had been superintended by the wife of the owner, who was at the front. This woman literally worked herself to death, and the husband was ordered back from the front to take her place.

New factories, private enterprises, have sprung up on every side. None of them is subsidized by the government. On the strength of government orders, won at competitive prices, the owners have purchased land, built factories and procured machinery. In cases like this, the government has paid, on the equipment of the factory, one-third of the price of the contracts, and the remaining two-thirds when the munitions are delivered.

Remarkable success has attended the efforts of employers who have abandoned their normal manufacture and adapted their machinery for the output of munitions. This is especially noticeable in the case of shops whose usual pre-war trade was gear-cutting, manufacture of small parts for motor cars, and of articles from bars of small diameter.

Thousands of new machines, mainly from America, have been installed. Representatives, provided with funds, were dispatched to America and instructed to buy all the machinery available for munitions work. If any machinery available was not exactly what was wanted, but could be used, it was to be purchased anyway.

Specializing on a single product, or at least a small range of products, has, despite the great inflow of unskilled labor, kept up the quality and the quantity of the output.

In France, as in England, women have responded to the country's call. Thousands of them have taken the places of men in munitions plants. They generally work the same hours as men, and there is no restriction as to the character of their

employment. They receive the same piece-work prices as men.

In one factory, 1,887 women are employed. Some are doing the work of laborers, while others are operating machines requiring skill. Some of the things they are doing are the making of 75 mm. and 120 mm. shells, fuses, and rifle cartridges, all complete.

These women have been called from every walk of life. Four hundred, for instance, are housewives. There are factory girls,

florists, children's nurses and domestics; dressmakers, school mistresses and artists. There are those with no previous occupations, those who have served as nurses in hospitals, those who have been stenographers.

The opinion in the factories is that the small work turned out by women equals and in some cases excels that of men. In the case of heavier work, women, within certain limits, are of practically the same value as men.

Men have apparently welcomed the

introduction of women into the factories, and are doing everything they can to instruct and cooperate with them in increasing the output of munitions. The women of France who have taken their places in the factories have immeasurably increased the supply of labor and released men by the thousands for service in the army.

Every factory is a school for the technical instruction of unskilled men and women. In some cases, a man will teach a woman,

The Nation's "400"-thousand

The membership of the Chamber of Commerce of the United States of America includes the trade and commercial organizations of practically every city of importance in America, and in Hawaii, Porto Rico, Alaska and the Philippines, as well as of nine of the most important foreign commercial centers.

Their members number about 400,000; and are the most progressive and important corporations, firms, and individual business and professional men, in their respective communities.

Through the National Chamber they are exerting an influence that is felt everywhere in

the country,—influencing and molding public opinion and setting a standard to which all American business must ultimately conform.

To know what these commercial and trade organizations are most concerned with, therefore, is to have an interesting view of the American business mind.

The Chamber of Commerce of the United States maintains a bureau that devotes its time to obtaining such information. It acts as a clearing house, collecting from each organization all facts and opinions that are of value to the others.

The chart at the left shows the number and character of inquiries received in the past year from organization members.

It is natural that questions of finances, organization and membership should lead in percentage, since they are the very foundation of any success the organization may have.

The significant fact is that an overwhelming majority of the letters show that the most influential business men in the average American city are concerning themselves with questions of civic improvement!

It is a splendid indication of the new order of things.

The bureau urges the Secretary of every organization having membership in the National Chamber to write for information covering any problem that may trouble him. The experience of others who have solved the same problems will be cheerfully sent to him. Please make inquiries specific.

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who will then take his place and teach another woman. In a few instances, men originally objected to this system, but that objection has long since disappeared, before the wave of patriotic feeling.

The English commission commented upon the fact that the introduction of unskilled labor had not presented the difficulties encountered in England. For more than a year and a half after the commencement of the war, there were no applications for general advances in wages, and no strikes. This despite the fact that, before the war, France had experienced the usual labor disturbances.

Recently, however, demands for increased wages have led to several strikes in the Paris district, resulting in the establishment of a permanent board of conciliation and arbitration. This board is composed of an equal number of representatives of employers and workers.

The outstanding feature of the regulations for settlement of disputes is the determination of the government that there shall not be, from any cause, cessation of work in plants engaged in the manufacture of armaments, munitions and war materials. Both employers and workers are forbidden, in case of collective disputes, to cause stoppage of work. Pending the consideration of a controversy by the arbitration board, the entire directing administrative personnel and the working force of the establishment are under the control of the district military authority. It is his duty to see that order and production are maintained.

The board renders its decision within 24 hours after the last hearing. If an employer refuses to conform to the award, his establishment is placed under military control; if the workmen refuse, they are dealt with in the same way.

France, realizing that she is fighting for her national life as she never has fought before, has concentrated every thought and every effort on the accomplishment of one object. She has made every sacrifice that a people can make.

Corn Hurls Itself Into the Breach*(Concluded from page 27)*

lems and complexities thereof. Besides, if the stories of the Napoleonic wars and our own Civil war be of any value as guides and analogies, we shall experience during war's duration much high tension business, with increasing scarcity in those lines where Government needs are most immediate, and generally mounting prices of most commodities.

Discussions as to how Government loans and increased taxes will affect business are interesting mental exercises, but do not seem to get anywhere other than that some lines of business will be affected adversely and others favorably, but in the readjustment the total volume of commercial activity will not show any reduction. The buying public still has a vast appetite for the things of daily need and use. While conversely there is a growing feeling that matters of luxury will go slower from now on. Also that enterprises of promotion, development, and construction will slacken somewhat because of the coming heavy Federal taxes on business and on private incomes, and because of the diversion of capital to Government loans.

**Advertising
and Selling***Advertisement written by Van Amburgh
(The Silent Partner)*

"There are advertisers who dump a barrel of perfectly good printers' ink in the ocean of opportunity, and for a moment create a big splash, but the silence that follows is even more wonderful.

Other advertisers (not unlike the fishermen who sit in the bow of their boats and bob for bass) refuse to throw back, like the true sportsman, the small, finger-length fry.

It is really surprising how few advertisers seem to know *how, when and where* to cast.

Personally, I have been at advertising a quarter of a century, and even now I often hook my hat in trying to cast. The longer I am at it, the less secure I feel. It's a big game.

Nobody seems to have a corner on wisdom when it comes to advertising and selling, but all thoughtful, experienced, worth-while men are ready and willing to listen to a sane suggestion, for we are all intensely interested in selling, and it takes advertising to sell.

The Silent Partner is read by several hundred merchants—men who have made a success in selling. And still, these big men are always ready to hear how the other fellow baits his hook, and how he catches and holds his customers.

On my recent Western trip I made special inquiry, and found that **Sperry** Trading Stamps are increasing in popularity, contrary to a persistent report by those who are opposed to this plan of advertising and selling."

We will send, upon request, booklet "The Merchant Knows", containing the verdict of hundreds of stores using the "Sperry" System.

The Sperry & Hutchinson Co

GEO. B. CALDWELL, Pres.

2 WEST 45th ST. NEW YORK CITY

Marks Lissberger & Son, Inc.

LONG ISLAND CITY, N. Y.

*Are the Sole
Producers of*

NEW PROCESS SOLDER

which is made in every
desired shape and mixture.

Better work at less cost per
finished soldered article.

Sold under the
broad guarantee of

**RIGHT QUALITY
AT RIGHT PRICE**

Unfurl Old Glory!



In bas-relief on the base of this beautiful desk flag PAPER WEIGHT is Stephen Decatur's declaration of loyalty:

OUR COUNTRY—In her intercourse with foreign nations may she always be right; but our country right or wrong.

Show Your Colors

An artistic ornament made by quality silversmiths. Flag of silk, attached by movable halcyards to 5 inch staff, imbedded in solid metal base.

Every table in every home, every desk in every office, should display the Stars and Stripes.

Get one from your jeweler, department or stationery store, or we will send direct, postpaid, on receipt of price. Satisfaction or money returned without question.

R. BLACKINTON & CO.

Established 1862

Mfg. Jewelers and Silversmiths

224 Broad St., North Attleborough, Mass.

No. 7248—Silver Plated

No. 7251—Sterling Silver

\$1.50 each. DEALERS—Write for proposition. \$5.50 each.

Saves Money Every Day

Copies letters, orders, bulletins, etc. 10 to 150 in 15 minutes! No stencils necessary. Soon saves its cost. Needed in every office. 40,000 of our devices in use. Guaranteed. Any boy or girl can use it. Send for Free Booklet. Tear out this advertisement Now, so you won't forget. Graphic Duplicator Co., Dept. G-4, 228 W. Broadway, N. Y. C.

Graphic Duplicator \$15

LEPAGE'S
GLUE HANDY
TUBES
WHEN A NAIL WON'T DO IT

who will then take his place and teach another woman. In a few instances, men originally objected to this system, but that objection has long since disappeared, before the wave of patriotic feeling.

The English commission commented upon the fact that the introduction of unskilled labor had not presented the difficulties encountered in England. For more than a year and a half after the commencement of the war, there were no applications for general advances in wages, and no strikes. This despite the fact that, before the war, France had experienced the usual labor disturbances.

Recently, however, demands for increased wages have led to several strikes in the Paris district, resulting in the establishment of a permanent board of conciliation and arbitration. This board is composed of an equal number of representatives of employers and workers.

The outstanding feature of the regulations for settlement of disputes is the determination of the government that there shall not be, from any cause, cessation of work in plants engaged in the manufacture of armaments, munitions and war materials. Both employers and workers are forbidden, in case of collective disputes, to cause stoppage of work. Pending the consideration of a controversy by the arbitration board, the entire directing administrative personnel and the working force of the establishment are under the control of the district military authority. It is his duty to see that order and production are maintained.

The board renders its decision within 24 hours after the last hearing. If an employer refuses to conform to the award, his establishment is placed under military control; if the workmen refuse, they are dealt with in the same way.

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